

ADMINISTRATIVE FILE
Associated Transport
X
X

November 16, 1962

C
O
P
Y

Mr. John Lane
Associated Transport
390 Madison Avenue
New York, New York

Dear Mr. Lane:

I thought you might be interested in the enclosed
Special Report on Piggyback Progress (Part I and II)
which appeared in the November issue of Modern Railroads.

Very truly yours,

Abraham Weiss
Economist

Attn: Philip
Enclosure (2)

ADMINISTRATIVE FILE
Associated Transport

August 23, 1962

C
O
P
Y

Mr. John Lane
Associated Transport
590 Madison Avenue
New York, New York

Dear John:

Enclosed is a copy of "Progress in Piggy-back and Containerization" by John G. Shott published by the Public Affairs Institute.

Fraternally yours,

Abraham Weiss
Economist

AW/lp
Encl.

S 1053-28M

ADMINISTRATIVE FILE
Associated Transport

August 23, 1962

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Mr. John Lane
Associated Transport
580 Madison Avenue
New York, New York

Dear John:

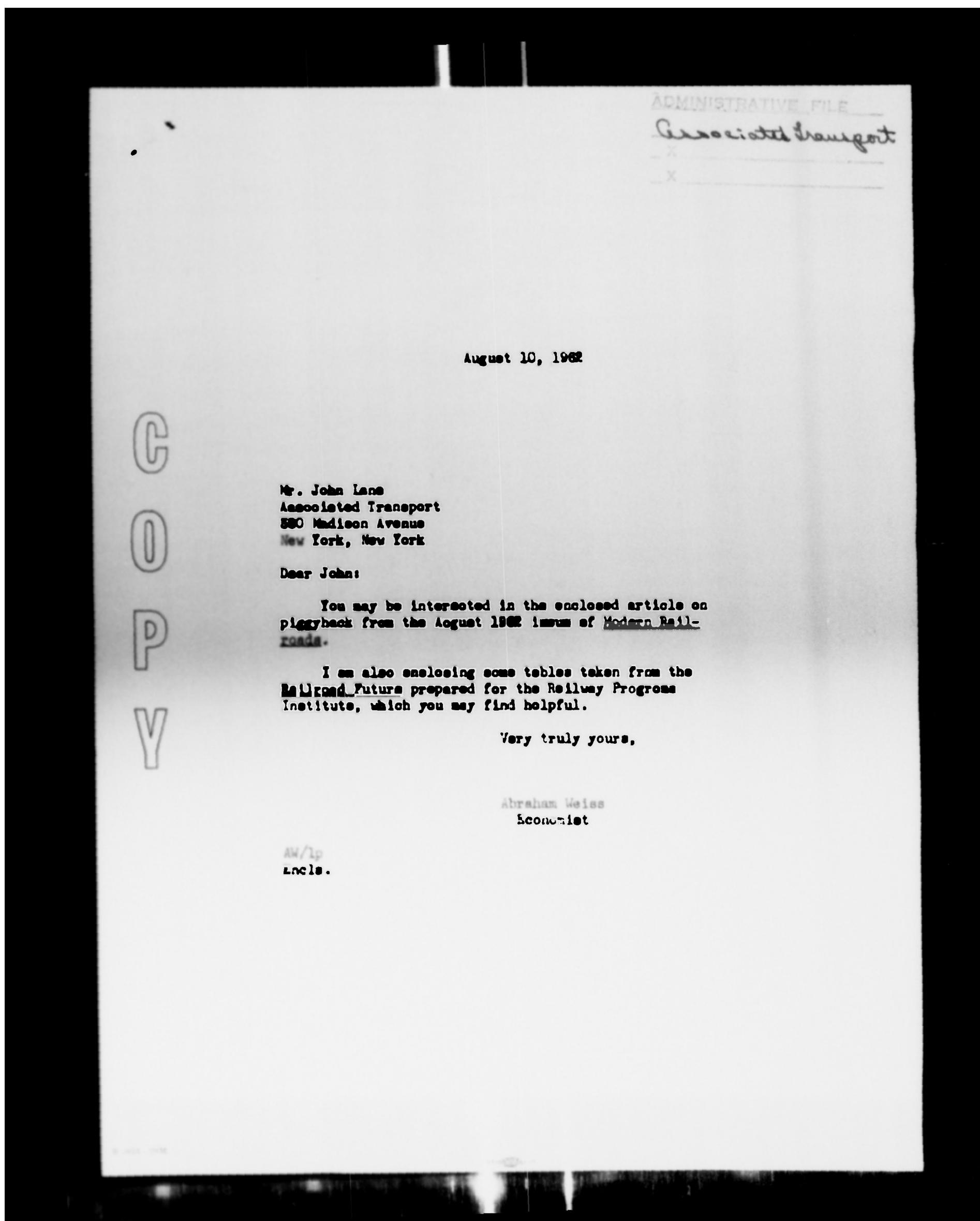
You may be interested in the enclosed forecast
for the growth of piggyback taken from the 8/5/62
issue of Railway Age Weekly.

Faithfully yours,

Abraham Weiss
Economist

AM/lp
Encl.

S 1053-29M



Office of the General President

To: Mr. Weisa
From: James R. Hoffa

7/30/62

DATE

This is to request that copies of all studies, reports, and other publications
by your Department concerning Piggy-back be sent to John Lane at
380 Madison Avenue, New York, New York.

*Associated
Transport*

James R. Hoffa
James R. Hoffa
General President

JRH/yk

ADMINISTRATIVE FILE
Associated Transport,
■ Incorporated

February 10, 1959

Mr. Thomas E. Flynn, Chairman
Eastern Conference of Teamsters
100 Indiana Ave., N. W.
Washington, D. C.

Dear Sir and Brother:

Attached are copies of communications I have received from Mr. Seymour, President of Associated Transport Inc. These are for your information.

Fraternally yours,

James R. Hoffa,
General President

JRH/yk
Enc.

ASSOCIATED TRANSPORT INC

380 MADISON AVENUE
NEW YORK 17, N.Y.

B. M. SEYMOUR
PRESIDENT

February 9, 1959

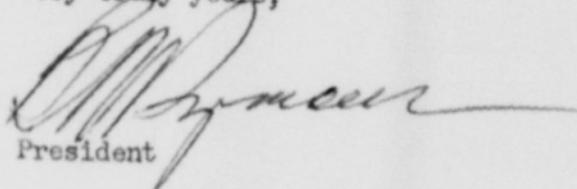
Mr. James Hoffa
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Ave. N.W.
Washington 1 D.C.

Dear Mr. Hoffa:

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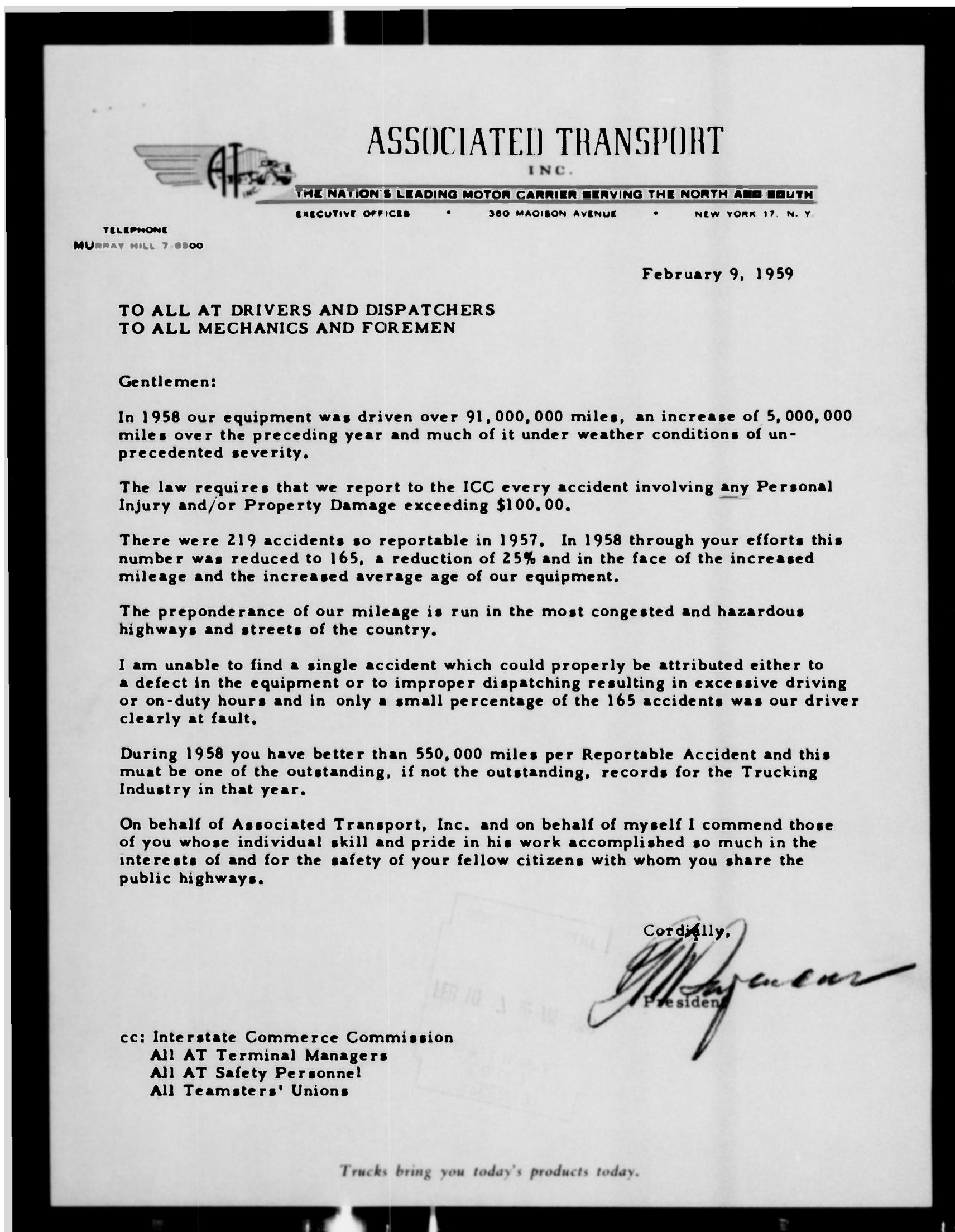
I feel that these men are entitled to have their
excellant work brought to your attention.

Very truly yours,


B. M. Seymour
President

Enc.





41-301101-1
SOUTHERN TRANSPORT

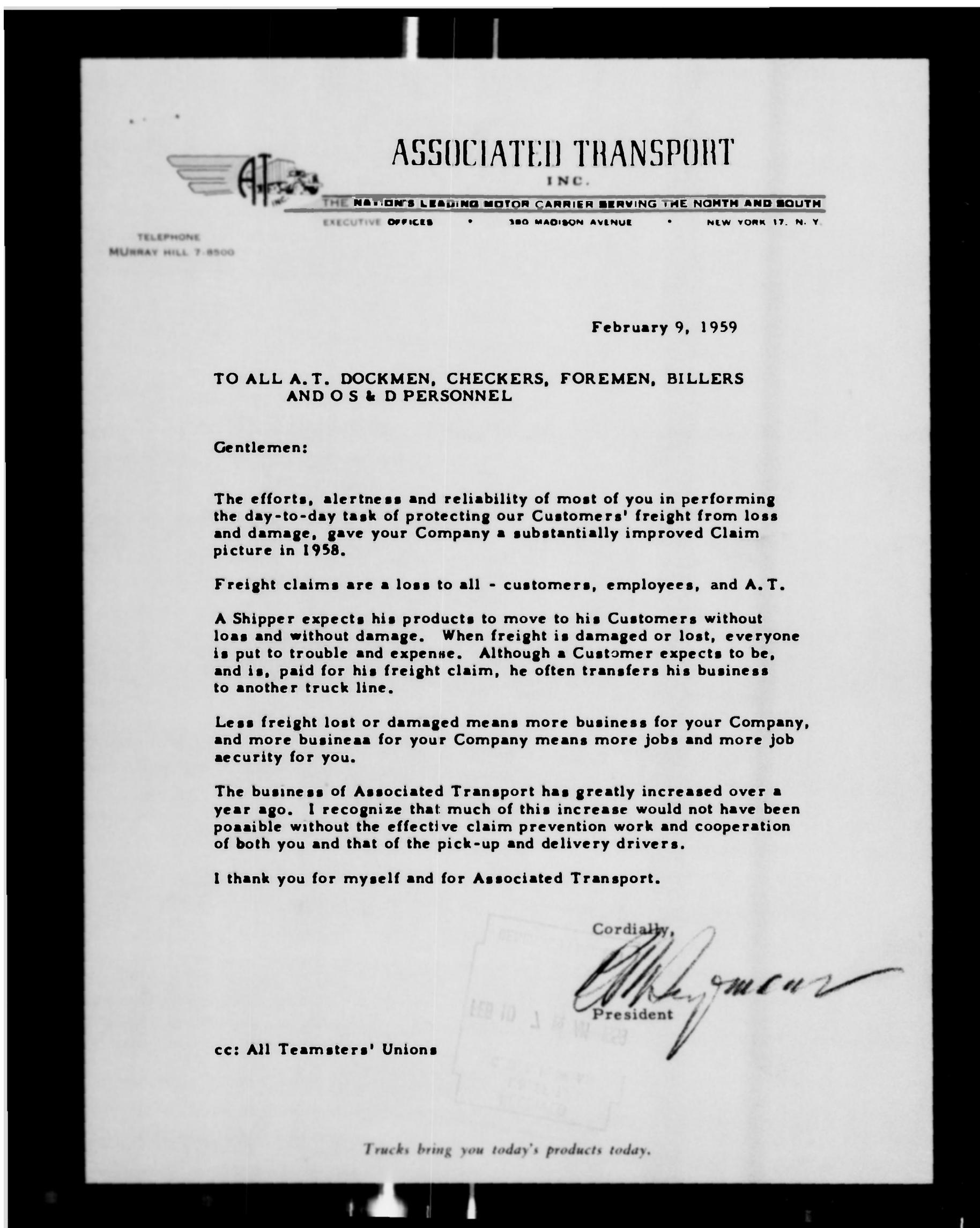
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International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Av. N.W.
Washington 1 D.C.

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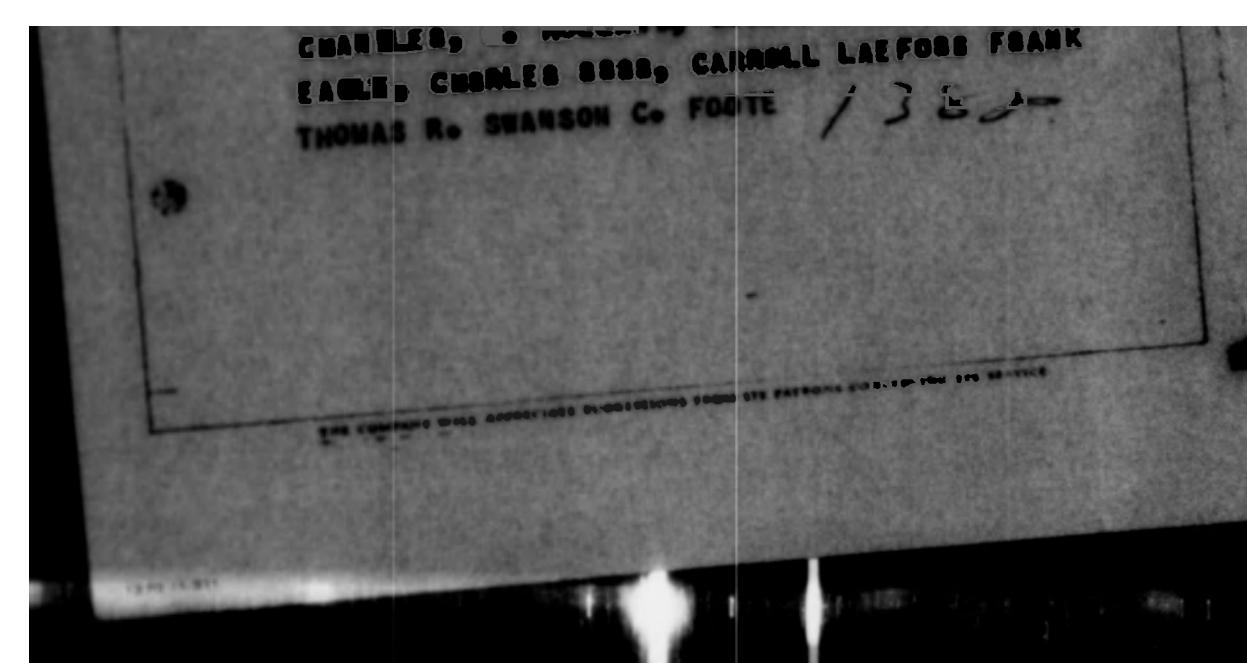
Enc.



THE WESTERN UNION

CT CHA 90 IL P M CHATTANOOGA TENN 20 205P EST-
JAMES R. HOFFMAN
ANNUAL JACKSON HOTEL RATING

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ADMINISTRATIVE FILE
Associated Transport
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November 16, 1962

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Associated Transport
390 Madison Avenue
New York, New York

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Attn: Philip
Enclosure (2)

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Associated Transport

August 23, 1962

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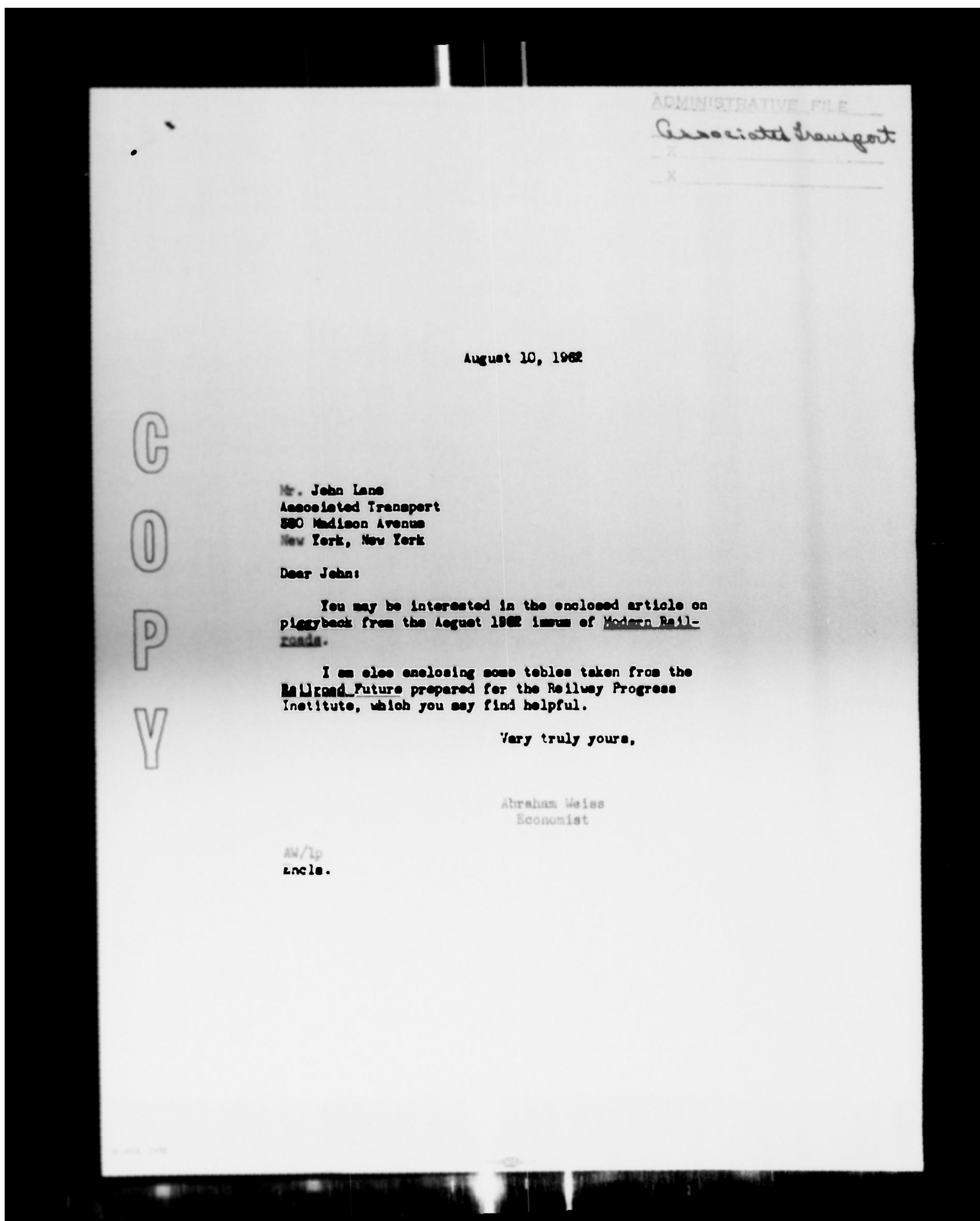
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*Associated
Transport*

James R. Hoffa
James R. Hoffa
General President

JRH/yk

ADMINISTRATIVE FILE
Associated Transport,
■ Incorporated

February 10, 1959

Mr. Thomas E. Flynn, Chairman
Eastern Conference of Teamsters
100 Indiana Ave., N. W.
Washington, D. C.

Dear Sir and Brother:

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James R. Hoffa,
General President

JRH/yk
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ASSOCIATED TRANSPORT INC

380 MADISON AVENUE
NEW YORK 17, N.Y.

B. M. SEYMOUR
PRESIDENT

February 9, 1959

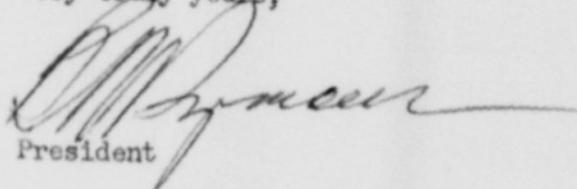
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International Brotherhood of Teamsters,
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25 Louisiana Ave. N.W.
Washington 1 D.C.

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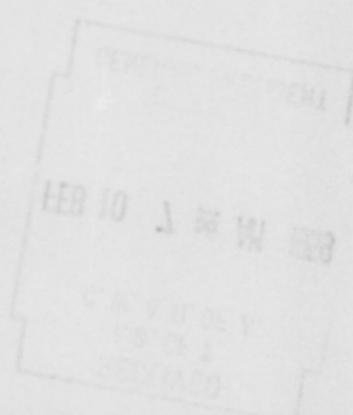
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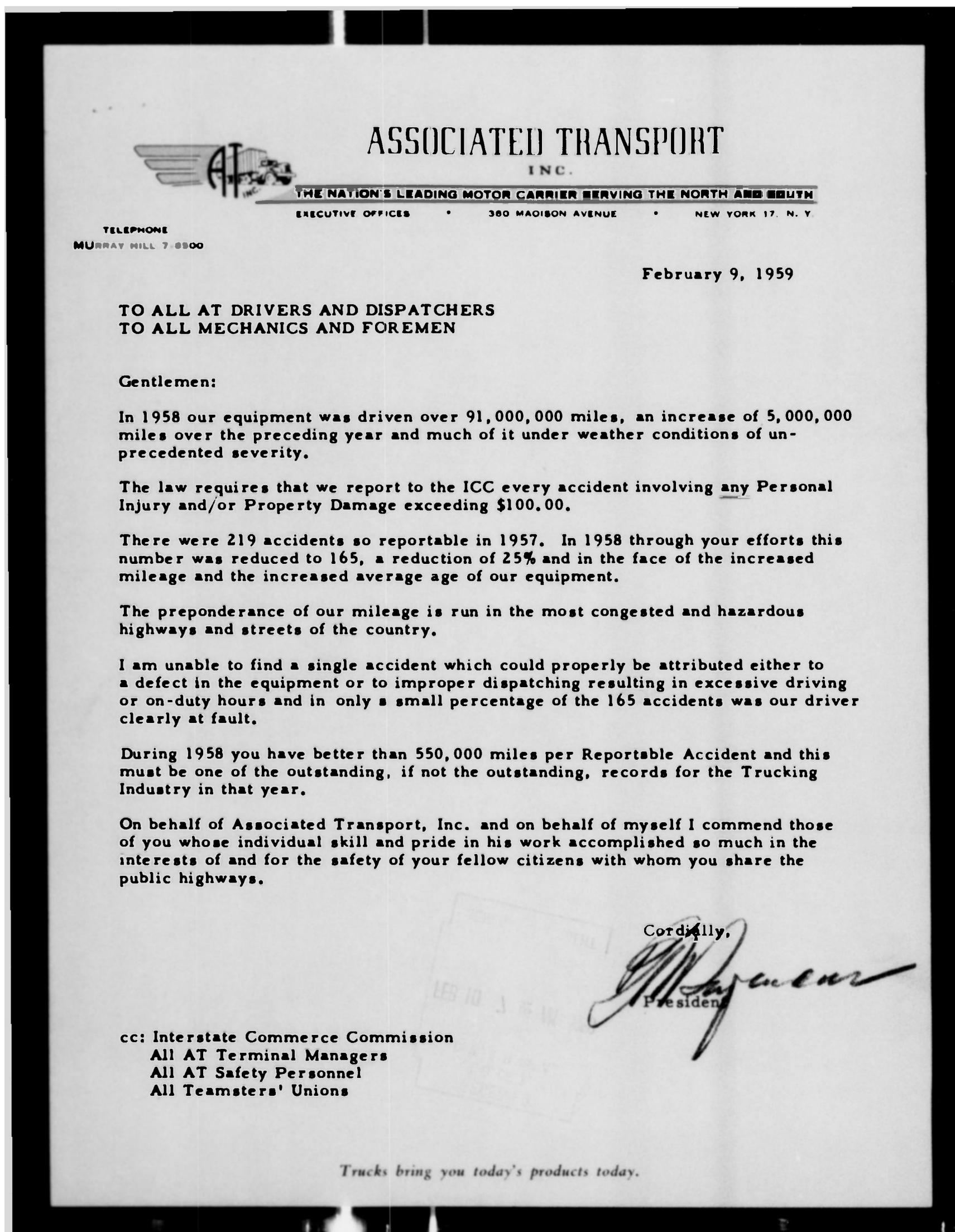
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President

Enc.



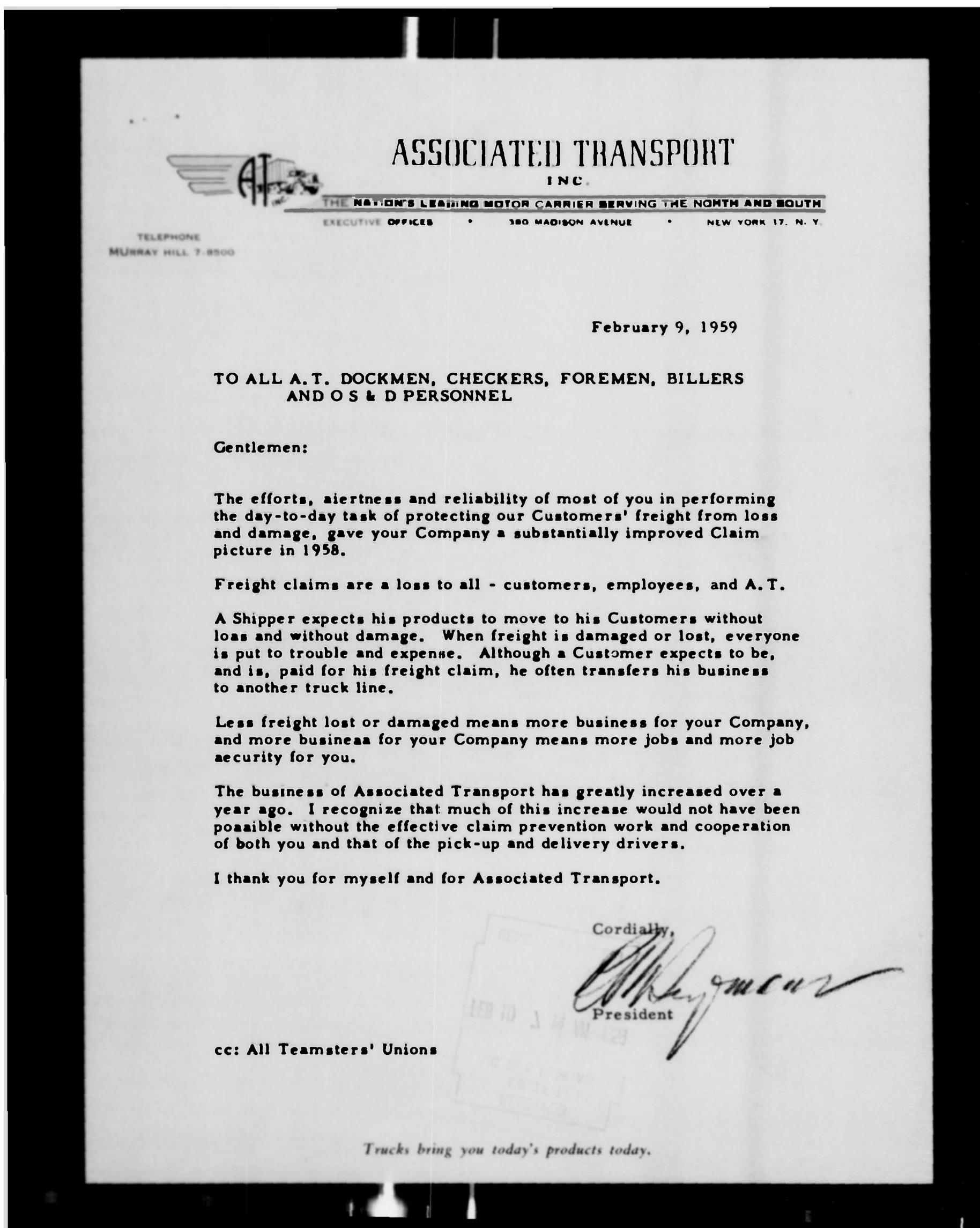


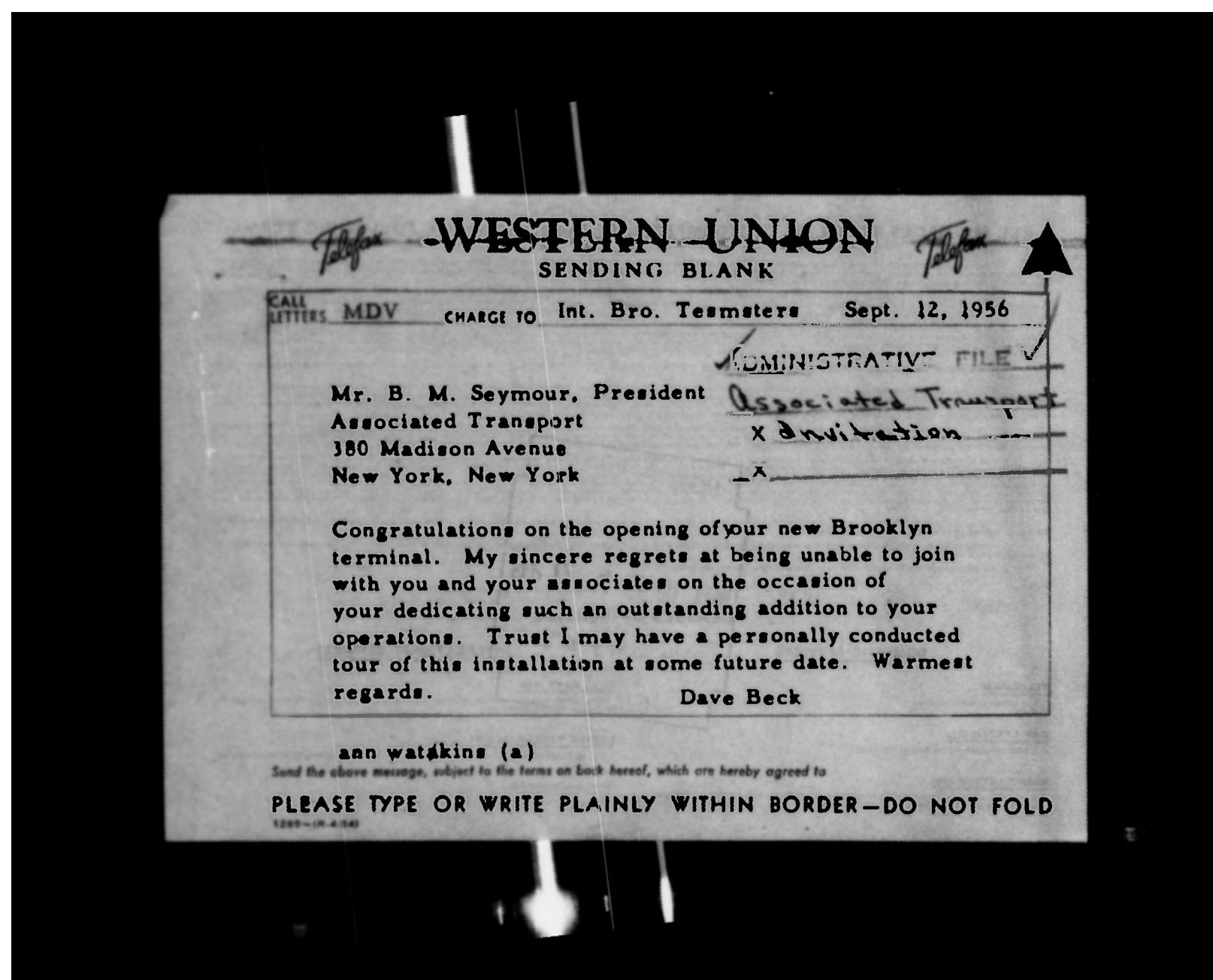
41-30110-TRANSPORT

Mr. James Hoffa
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Av. N.W.
Washington 1 D.C.

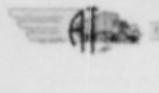
Hoffa:
I am enclosing a copy of a letter
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I feel that

Enc.





ASSOCIATED TRANSPORT INC.

 THE NATION'S LEADING MOTOR CARRIER SERVING THE NORTH AND SOUTH

380 MADISON AVENUE
NEW YORK 17, N.Y.

B. M. SEYMOUR
PRESIDENT

September 4, 1956

Mr. Dave Beck
General President
International Brotherhood of Teamsters, Chauffeurs,
Warehousemen and Helpers
25 Louisiana Avenue NW
Washington 1 DC

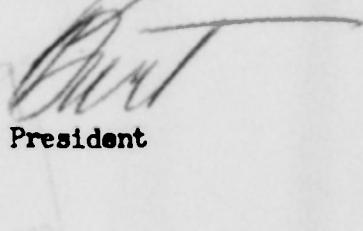
Dear Dave:

As you may already know, our new Brooklyn terminal is nearing completion. In fact, a formal opening is slated for Thursday, September 13th. The enclosed invitation gives full details about the affair.

As truck terminals go, it is the general consensus of opinion that this will be the finest in the country. It includes features which I think you would like to see.

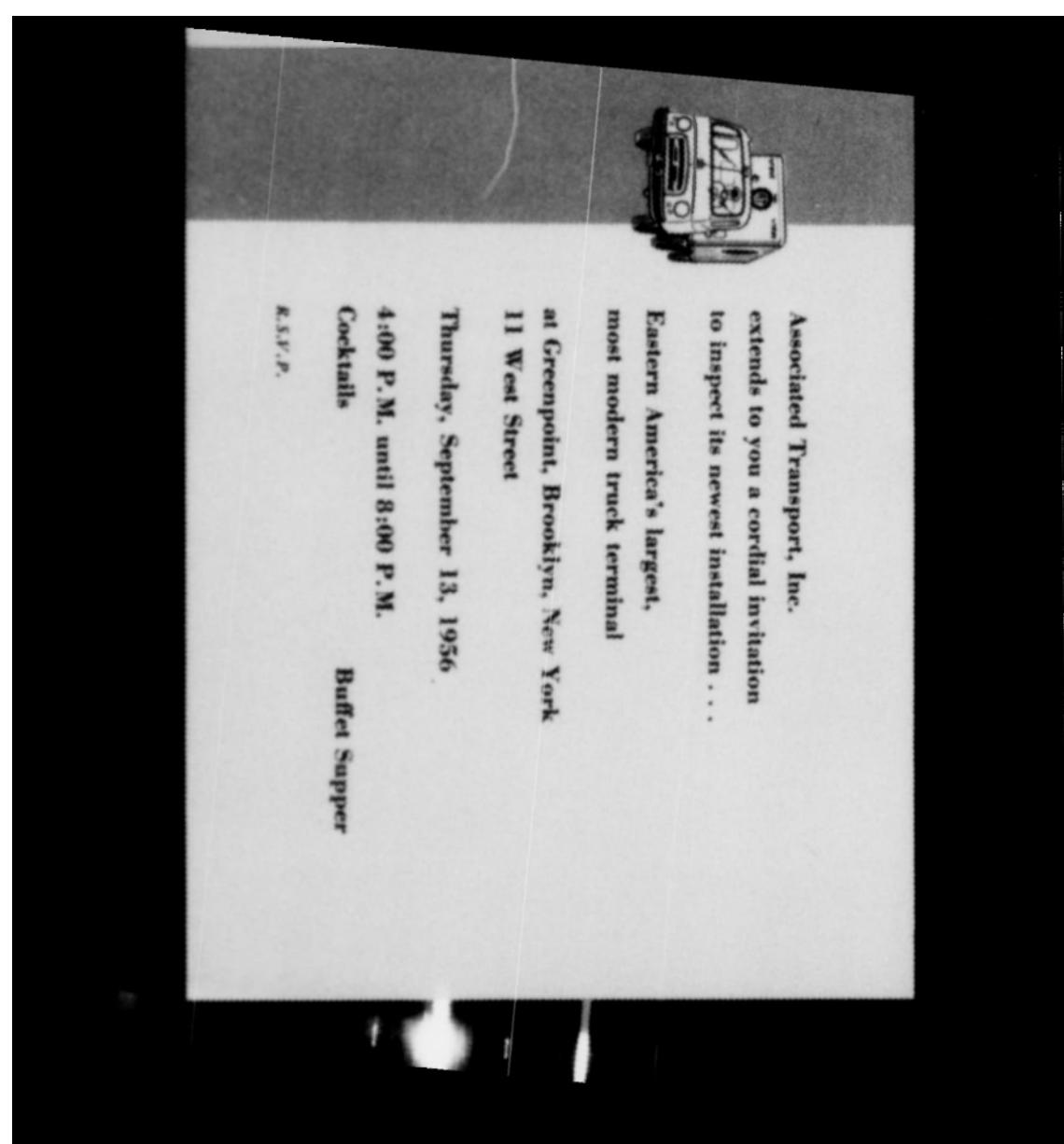
We expect a large turnout of shippers and public officials for the opening on the thirteenth. Can you be with us? I certainly hope so and would appreciate hearing from you at your convenience.

Sincerely,


President

Att.





DIRECTIONS to Associated Transport's new terminal in Brooklyn, 11 West Street, Greenpoint, Brooklyn, New York

FROM MANHATTAN BY CAR —

Through the Queens Midtown Tunnel

Drive through the Tunnel, take 21st Street and Van Alst exit off, proceed three blocks to Jackson Avenue — turn left, proceed on Jackson Avenue four blocks to 11th Street — then turn left and cross bridge, continue straight seven blocks to Greenpoint Avenue — turn right, proceed to West Street — turn left, proceed four blocks to Calyer Street and the new A. T. terminal.

Over the Williamsburgh Bridge

Drive over the Bridge and take sharp right turn onto Broadway going West, proceed to Kent Avenue — turn right, proceed North along Kent Avenue — Kent Avenue runs into Franklyn Street — proceed straight ahead along Franklyn Street to Quay Street — turn left to West Street and the new A. T. terminal.

A special coach shuttle service will be maintained for the convenience of guests. Coaches will leave from the Carey-Mertz System, 41 Vanderbilt Avenue (between 43rd and 44th Streets, Grand Central Terminal side) beginning at 3:30 P.M. until 6:30 P.M. Return transportation from Brooklyn to Manhattan will also be provided.

I will attend
I will be unable to attend

Associated Transport's
Special Terminal Opening Party on
Thursday, September 13, 1956

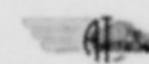
I plan to use the coach service Associated will provide

Name.....

Company.....

ADMINISTRATIVE FILE
Associated Transport, Inc.

ASSOCIATED TRANSPORT INC.

 THE SAFEST, LEADING MOTOR CARRIER SERVICE THE NORTH AND SOUTH
380 MADISON AVENUE
NEW YORK 17, N. Y.

OFFICE OF VICE PRESIDENT

September 17, 1956

Mr. Einar O. Mohn
Asst. to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

Dear Einar:

I appreciate your having written. I appreciate also
your good wishes.

Einar, it has been a genuine pleasure for me to work
with you on those occasions that required our getting
together. I do hope the future will provide additional
opportunities for this.

My best wishes to you and to yours--for good health and
continued success.

Sincerely,

Milt
M. D. Kramer

ADMINISTRATIVE FILE

Associated Transport, Inc.

X

X

September 13, 1956

Mr. Milton D. Kramer, Vice President
Associated Transport, Inc.,
380 Madison Avenue
New York, N. Y.

Dear Milton:

I was very happy to receive the announcement of
your election to the Vice Presidency of personnel and
public relations of Associated Transport, Inc.

My heartiest congratulations and best wishes for
your continued success! This is a well deserved honor
and a tribute to your many outstanding accomplishments.

With warm personal regards, I am

Sincerely,

Einar O. Mohn, Assistant
to the General President

EOM:b

FROM THE OFFICE OF
DAVE BECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
17
P-8000

ASSOCIATED TRANSPORT, INC.
EXECUTIVE OFFICES
380 MADISON AVENUE
NEW YORK CITY

THE BOARD OF DIRECTORS
ANNOUNCE THE ELECTION OF
MILTON D. KRAMER
AS
VICE PRESIDENT
PERSONNEL AND PUBLIC RELATIONS

Note congrat. Kramer
Conn

AUGUST 30, 1956



ASSOCIATED TRANSPORT

INC.

THE NATION'S LEADING MOTOR CARRIER SERVING THE NORTH AND SOUTH

EXECUTIVE OFFICES • 380 MADISON AVENUE • NEW YORK 17, N.Y.

TELEPHONE
MURRAY HILL 7-8900

June 28, 1956

ADMINISTRATIVE FILE
Associated Transport
X
X

Miss Anne Watkins
c/o International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
25 Louisiana Ave.
Washington 1 D.C.

Dear Anna:

Mr. Seymour talked with Mr. Beck last night and he has just told me that he and Mr. Beck have a dinner date on Tuesday, July 10th. I am making a reservation to get Mr. Seymour to Washington probably between four and five o'clock and he will be registered at the Mayflower Hotel.

If you can find out from Mr. Beck where he would like Mr. Seymour to meet him or where Mr. Beck will meet Mr. Seymour and at what time, we can avoid any mixup on this date.

Also, you can advise Mr. Beck so that any other arrangements do not interfere with the date which he and Mr. Seymour made.

With kindest wishes and do hope that you will enjoy a good Summer.

Sincerely,

Stan
Secretary to
Mr. B. M. Seymour

Confirmed 7/8 with Ben Hunt.

Trucks bring you today's products today.

ADMINISTRATIVE FILE
Associated Transport
X

Inter-Office Communication

From the Office of the General President

Date March 15, 1956

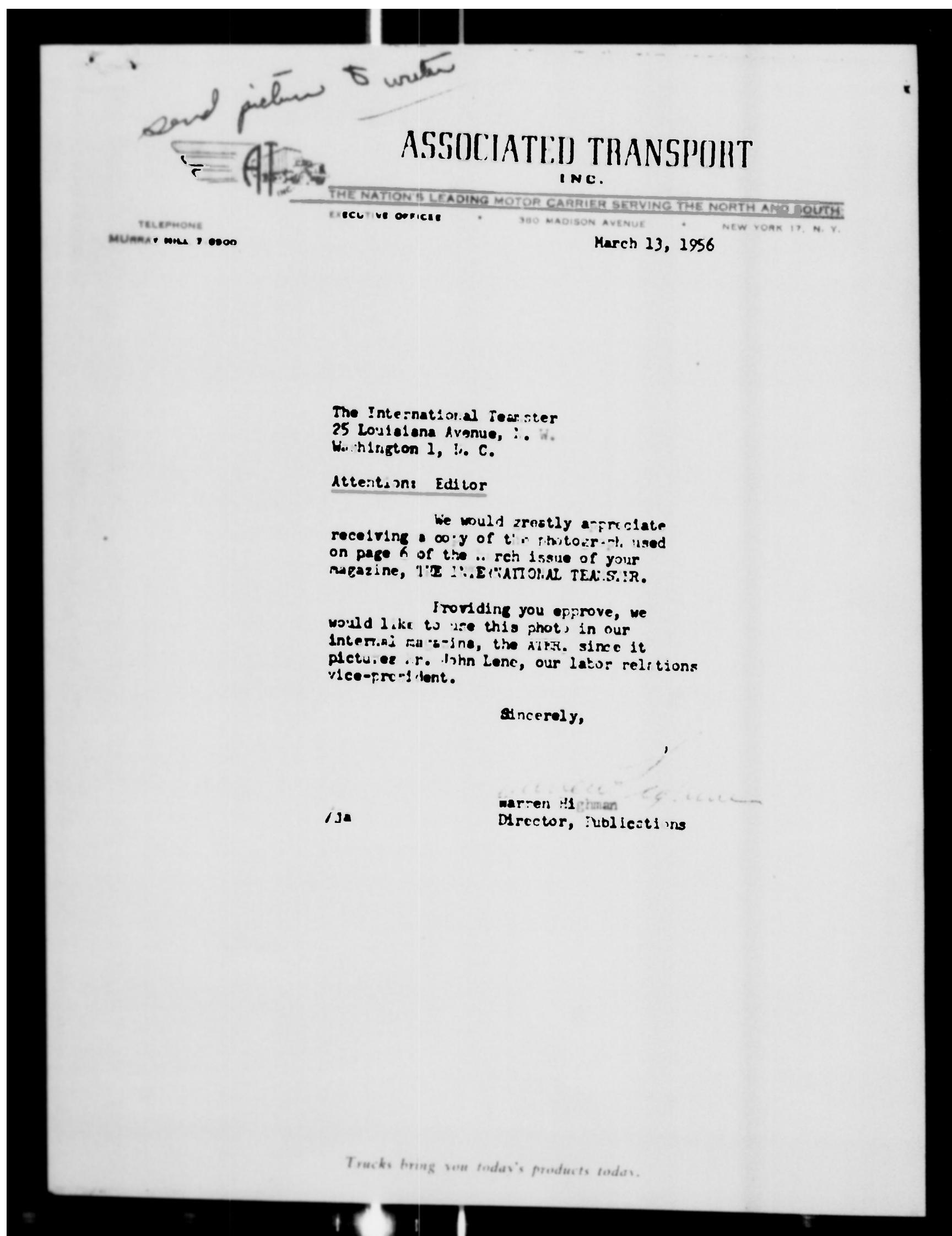
To: Kanedell, Inc.
Att: Arch Mercy

Subject: Request for photo appearing
in March issue "Teamster"

The enclosed request from Associated Transport, Inc. is referred
for your attention and appropriate action.

Robert L. Graham

alb
Encl



JOSEPH E. DAVIES
DONALD R. RICHBERG
MILLARD E. TYDINGS
ALFONSO E. LANDA
JAMES T. WELCH
RAYMOND J. COTTERA
C. ROBERT MATHIS
DELHAR E. POLLAK
ARTHUR D. CONDON
FRIEDA B. HENRICK
SHELBY FITZ
ARTHUR J. CERRA

LAW OFFICES
DAVIES, RICHBERG, TYDINGS & LANDA
1000 VERMONT AVENUE NORTHWEST
WASHINGTON 5 D. C.

TELEPHONE NATIONAL 8-4056
CABLE ADDRESS "DAVISON"

ADRIEN F. BUBICK
OF COUNSEL

ADMN INVESTIGATIVE FILE

*Associated Transport
Inc.*

March 6, 1956

Mr. Einar Mohn
Teamster Building
25 Louisiana Avenue, N. W.
Washington, D. C.

Re: Associated Transport,
Five-year Contract

Dear Einar:

I discussed with Burt Seymour the substance of a conversation you and I had last week, and am going ahead to draft my idea of a composite contract. As soon as I have this draft ready, I plan to submit it for your consideration.

With kindest regards,

Sincerely,

Red
Arthur D. Condon

11/bf

JOSEPH E. DAVIES
FRANCIS J. TYDINGS
DONALD R. RICHBERG
MILLARD E. TYDINGS
ALFONSO O. LANDA
JAMES T. WELCH
RAYMOND E. CUSHMAN
C. E. COBB, JR.
GEORGE M. KAHNEMAN
ARTHUR D. CONDON
FRIEDA D. HENDRICK
ARTHUR J. SERRA

LAW OFFICES
DAVIES, RICHBERG, TYDINGS & LANDA
1000 VERNON AVENUE, NORTHWEST
WASHINGTON 5, D. C.

TELEPHONE NATIONAL 8-4029
CABLE ADDRESS "DAVISON"

ADRIEN F. BUSICK
OF COUNSEL

ADMINISTRATIVE FILE

Associated Transport, Inc.

January 30, 1956

X

X

Mr. Einar O. Mohn, Vice President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington, D. C.

Re: Associated Transport, Inc.

Dear Einar:

We submit herewith our first draft for
a 5-year arrangement, and will appreciate knowing
your reaction thereto.

With kindest regards,

Sincerely,
Red

Arthur D. Condon

ll/bf
Enclosure

cc - Mr. Mortimer A. Sullivan
cc - Mr. John J. Lane
cc - Mr. B. M. Seymour

AGREEMENT

*Draft
Jan. 30, 1956*

THIS AGREEMENT made this ____ day of January, 1956, by and between the International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, hereinafter called the UNION and Associated Transport, Inc., hereinafter called the COMPANY, WITNESSETH:

WHEREAS, the Union claims jurisdiction over all drivers, helpers and dockmen employed by companies engaged in the business of hauling freight for hire by motor vehicle; and

WHEREAS, the Union, through its locals, is presently the exclusive bargaining representative for the aforesaid classifications of employees of the Company who are members of its locals and is interested in and desirous of promoting and protecting the economic welfare of such members; and

WHEREAS, the Company is a Common Carrier of freight by motor truck and operates in extensive territory in the New England, Middle Atlantic, Central, Tennessee Valley and Southern Regions of the United States and is the largest employer of drivers, helpers and dockmen of any motor carrier in the aforesaid territory; and

WHEREAS, the Company is desirous of protecting its service to customers from interruptions or delays flowing from unstable labor relations with its employees, the Union or its locals;

IT IS HEREBY MUTUALLY AGREED:

1. Except as prohibited by applicable Federal, State or other law, all drivers, helpers and dock employees

of the Company, who are subject to the jurisdiction of the Union, shall, as a condition of employment, be and remain members in good standing of the Union.

2. It is understood and agreed that, except as clearly inconsistent therewith, all contracts now in effect between locale of the Union and the Company shall in no way be altered by the terms of this agreement and that upon expiration of ~~such~~ contract during the term of this agreement without any extension, or of a new contract between a local and the Company, the General President of the Union and the President of the Company, or their duly authorized representatives, shall negotiate a successor contract.

3. All disputes or disagreements arising out of the interpretation or application of this agreement, or out of any provision of existing agreements, between the Company and a local, where such provisions are inconsistent with this agreement, shall also be settled by negotiations between the General President of the Union and the President of the Company or their duly authorized representatives. It is understood that such disputes or disagreements shall include, but not be limited to, distribution or allocation of tripe or other work among locals and other jurisdictional problems.

4. During the life of this contract, the Union and the Company agree not to cause, sanction, permit or encourage any strike, lockout, slowdown or other economic hindrance against each other, and that each will use its best efforts (conforming, however, with any applicable Federal or State Laws) to ~~elicit~~ reasonable regional or

- 3 -

territorial uniformity and stability of wages, working conditions and employment.

5. This contract shall be for five (5) years from the date set above.

INTERNATIONAL BROTHERHOOD OF
TEAMSTERS, CHAUFFEURS, WARE-
HOUSEMEN AND HELPERS OF AMERICA

By

Dave Beck
General President

ASSOCIATED TRANSPORT, INC.

By

B. M. Seymour
President

WITNESSES:

JOSEPH E. DAVIES
FRANKLIN D. JONES (1929)
DONALD B. RICHBERG
MELWARD E. TYDINGS
RAYMOND N. BEEBE
ALFRED E. LANDA
JAMES J. BYRNE
RAYMOND C. CUSHING
C. ROBERT MATHIS
WILLIAM D. HOLDMAN
ARTHUR D. CONDON
FREDERICK H. HENNOCK
ARTHUR J. CERNA

LAW OFFICES
DAVIES, RICHBERG, TYDINGS, BEEBE & LANDA
1000 VERMONT AVENUE, NORTHWEST
WASHINGTON 5, D. C.

TELEPHONE NATIONAL 8-4056
CABLE ADDRESS "DAVON"

ADRIEN F. BUSICK
OF COUNSEL

J. A. OSHERMAN
ASSOCIATE

January 4, 1956

ADMINISTRATIVE FILE
Associated Transport
Inc.
X
X

Mr. Einar O. Mohn
International Brotherhood of Teamsters
25 Louisiana Avenue, Northwest
Washington, D. C.

Dear Einar:

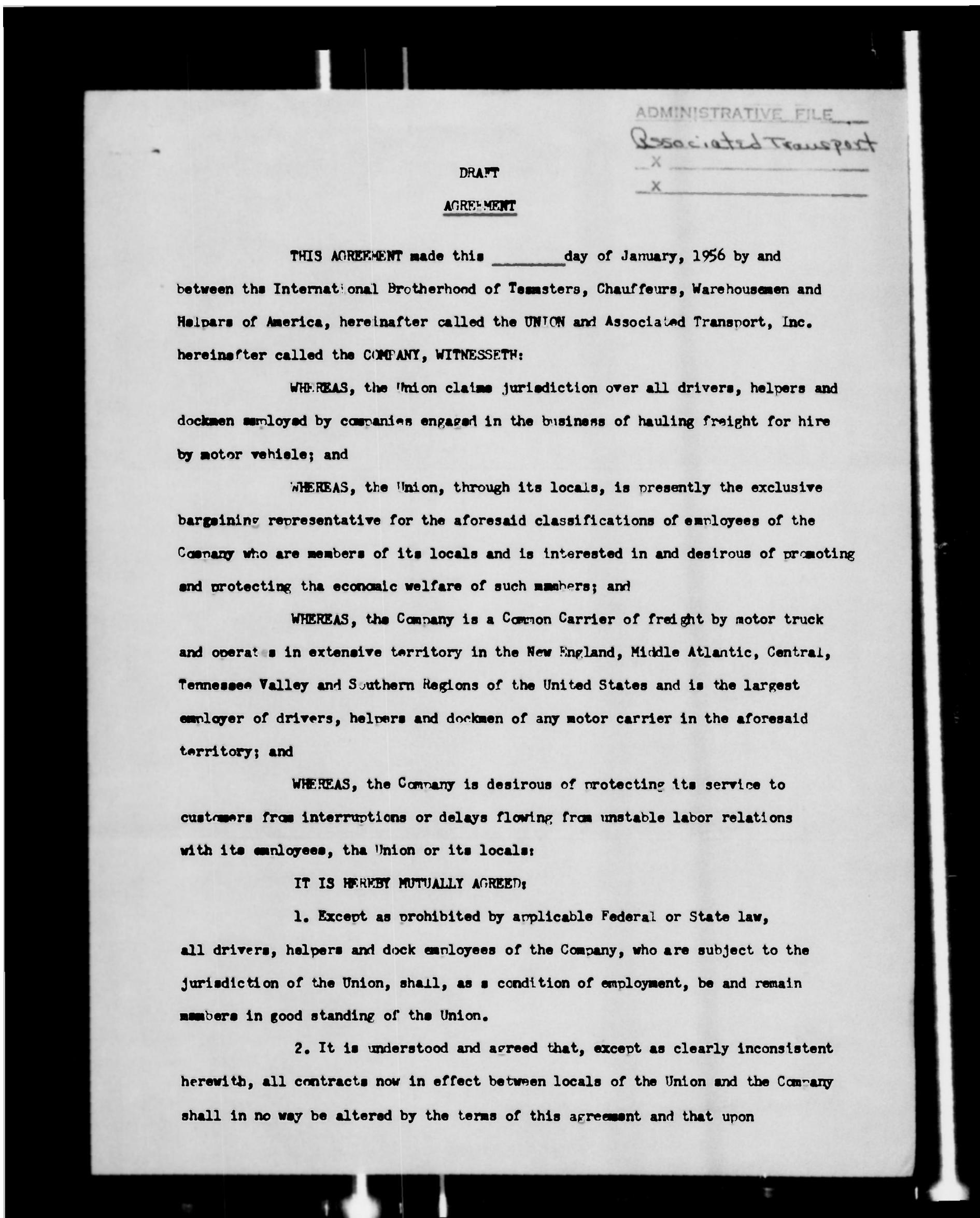
Re: Associated Transport, Inc.

I am looking forward to meeting with
you in your office at 11 o'clock, Friday, Jan-
uary 6. John Lane is coming with me.

With kindest regards,

Sincerely,
Red
Arthur D. Condon

11/bf



expiration of such contracts, during the term of this agreement without any extension, renewal of a new contract between a local and the Company, the President of the Union and the President of the Company, or their duly authorized representatives, shall negotiate a successor contract.

3. All disputes or disagreements arising out of the interpretation or application of this agreement, or out of any provision of existing agreements, between the Company and a local, where such provisions are inconsistent with this agreement, shall also be settled by negotiations between the Presidents of the Union and the Company or their duly authorized representatives. It is understood that such disputes or disagreements shall include but not be limited to distribution or allocation of trips or other work among locals and other jurisdictional problems.

4. During the life of this contract, the Union and the Company agree not to cause, sanction, permit or encourage any strike, lockout, slowdown or other economic hindrance against each other, and that each will use its best efforts (conforming, however, with any applicable Federal or State Laws) to permit reasonable regional or territorial uniformity and stability of wages, working conditions and employment.

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INTERNATIONAL BROTHERHOOD OF TEAMSTERS,
CHAUFFEURS, WAREHOUSEMEN AND HELPERS OF AMERICA

BY

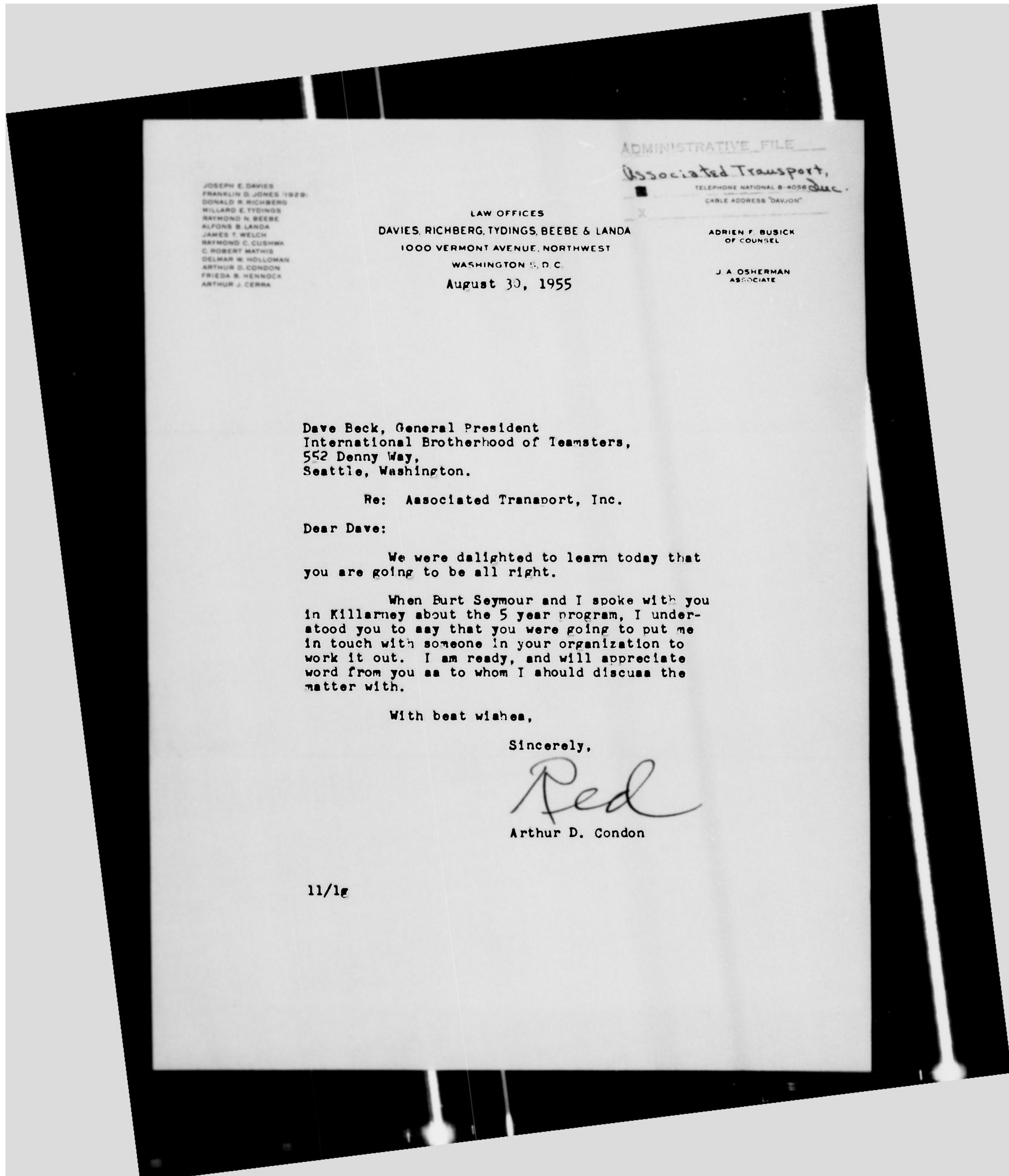
DAVE BECK

ASSOCIATED TRANSPORT, INC.

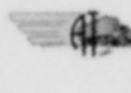
BY

B. M. SEYMOUR

WITNESSES:



ASSOCIATED TRANSPORT INC

 THE NATION'S LEADING MOTOR CARRIER SERVING THE NORTH AND SOUTH
380 MADISON AVENUE
NEW YORK 17, N.Y.

B. M. SEYMOUR
PRESIDENT

August 29, 1955

PERSONAL

ADMINISTRATIVE FILE

Associated Transport
X
X

Dear Dave:

As soon as I received your letter of the 15th I got in touch with Roy and I assume the right sized sweaters have by now been received by Mrs. Beck.

You know that you told me size 32 and Ruth and I decided on the 34. Hope by this time the right size has been received.

Sure hated to read of all the suffering you have had and only hope you are coming along better.

I have been pretty busy lately because of all the upsets, the last one being the terrible floods in New England.

I will look into the reservation at The Ambassador for Mrs. Beck and yourself. It will be best that I secure accommodations other than our apartment, because the closets are so full and it would be such a job to make room. I will get an apartment close to ours and as good or better.

I have told Condon to work with your people in getting together the kind of agreement which we discussed.

With best wishes,

Sincerely,

Bmt.

Mr. Dave Beck
16749 Shore Drive NE
Seattle
Washington

✓ ADMINISTRATIVE FILE ✓
Associated Transport
X Sleeper Cab
X 2's 71 x 171 x 391
X 557 x 639 x 722

January 12, 1955

Mr. Sam Delmonico, M.C.R.
Associated Transport
Military Highway & Soldier's Bonus Rd.
Norfolk, Virginia

Dear Sir:

For the past two years we have discussed with your Company the subject of getting enough equipment in the Norfolk terminal to take care of the freight that originates here and that would also take care of some of the over-flow from other cities into Norfolk.

In 1951 when your Company moved into Norfolk we had eight (8) Hood Men with your Company that were all Lease men. We kept after your Company until you got rid of the lease men in August of 1953 and you put your own equipment in. In doing this you only replaced the number of lease you had with your own trucks. This was not nearly enough to handle the freight.

We have been promised more equipment for the past two (2) years. So far, it has not increased any. We still have nine (9) Hood Men and your operations have doubled since 1951. Our members are only pulling about seventy percent (70%) outbound freight that originates in Norfolk and about fifty (50) percent of the inbound. Your Company is using Sleepers and lease people to pull the freight that our members should have.

General President Beck gave your Company permission only in cases where you are in competition with other Companies using Sleepers. Since no other Company uses Sleepers in Norfolk we do not feel that you are in competition with anyone here with Sleeper Beds that should permit you to use them. We have always objected to Sleepers and will continue to do so. We object to your using Sleepers in your Norfolk operations.

I think we have given your Company reasonable time to get more equipment in Norfolk and we feel that our members are entitled to pull more freight both inbound and outbound than they have been doing. We ask your Company again to straighten out this matter.

Thanking you in advance, I remain,

Very truly yours,
Lee R. Brown, Pres.

cc: John Lane, Liner Mohn, Al Evans,
Thomas Flynn

INTERNATIONAL BROTHERHOOD
OF
TEAMSTERS, CATERERS, WAREHOUSEMEN & SHIPPERS
OF AMERICA

AFFILIATED WITH THE AMERICAN FEDERATION OF LABOR



W. Mohn
Assistant to General President
International Brotherhood of Teamsters
100 Indiana Avenue, N. W.
Washington 1, D. C.

6001 Pulaski Highway
Baltimore 5, Maryland
April 7, 1954

ADMINISTRATIVE FILE

Asso. Transport Dir.
X 8-391
X 8-693

Dear Sir and Brother:

I have received a complaint from Local Union 391 of Greensboro, N.C., to the effect that drivers working on sleeper cabs for Associated Transport, when they come into Binghamton, N.Y., are obliged by representatives of Local Union 693 of Binghamton, to lay-over a minimum of 8 hours.

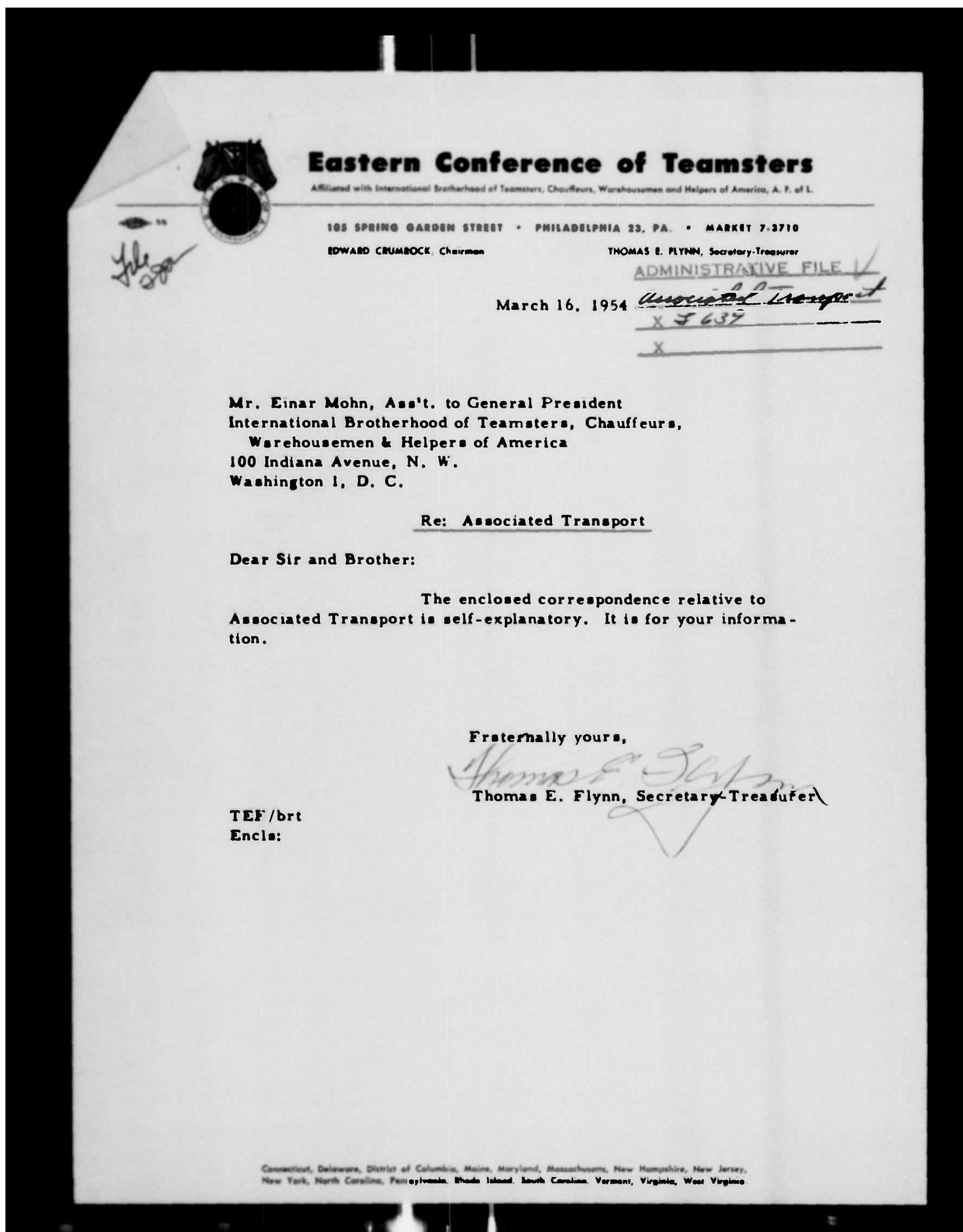
Due to the fact that Associated cannot always schedule a run out for them at the end of their 8 hours, they are sometimes obliged to lay-over as long as 24 hours.

This is being done by representatives of Local Union 693 in reprisal for the change in operations recently instituted by Associated. I am writing to ask whether you office cares to advise us whether Local Union 693 of Binghamton, N.Y., has any right to do this. In the event they have no such right, would you advise them to refrain from taking Local Union 391 members out of service in Binghamton?

Fraternally yours,

Al Evans
Al Evans

AE/b





Eastern Conference of Teamsters

Affiliated with International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, A. F. of L.

105 SPRING GARDEN STREET • PHILADELPHIA 23, PA. • MARKET 7-6950

EDWARD P. CRUMBOCK, Chairman

THOMAS E. FLYNN, Secretary-Treasurer

March 16, 1954

Mr. Richard C. Bell, Secretary
Drivers, Chauffeurs & Helpers, Local #639
1500 - 13th Street, N. W.
Washington 5, D. C.

Dear Sir and Brother:

This will acknowledge receipt of your letter of
March 15th in regard to your controversy with Associated Trans-
port.

As you probably know, your local is not alone
in the problem of Associated and its use of sleeper cabs. The
matter was discussed at a two-day meeting of the Executive Com-
mittee of the Over-the-Road and General Hauling Division, Eastern
Conference of Teamsters, last week. We are planning on meeting
with the top official of this company in a few days and hope to
straighten out this situation at that time.

With personal good wishes, I am

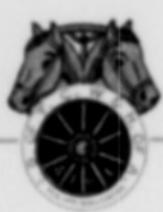
Sincerely and fraternally yours,

Thomas E. Flynn, Secretary-Treasurer
EASTERN CONFERENCE OF TEAMSTERS

cc: Mr. Einar Mohn

AM 10 8 1954 RAY

RECORDED
FEB 21 1954
RECORDED



Eastern Conference of Teamsters

Affiliated with International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, A. F. of L.

FIGURE 5. SUMMARY

March 16, 1854

Mr. Rocco F. deterno, Chairman
Over-the-Road and General Hauling Division,
Eastern Conference of Teamsters
714 Charlotte Street, Labor Temple
Utica, New York

Dear Sir and Brother:

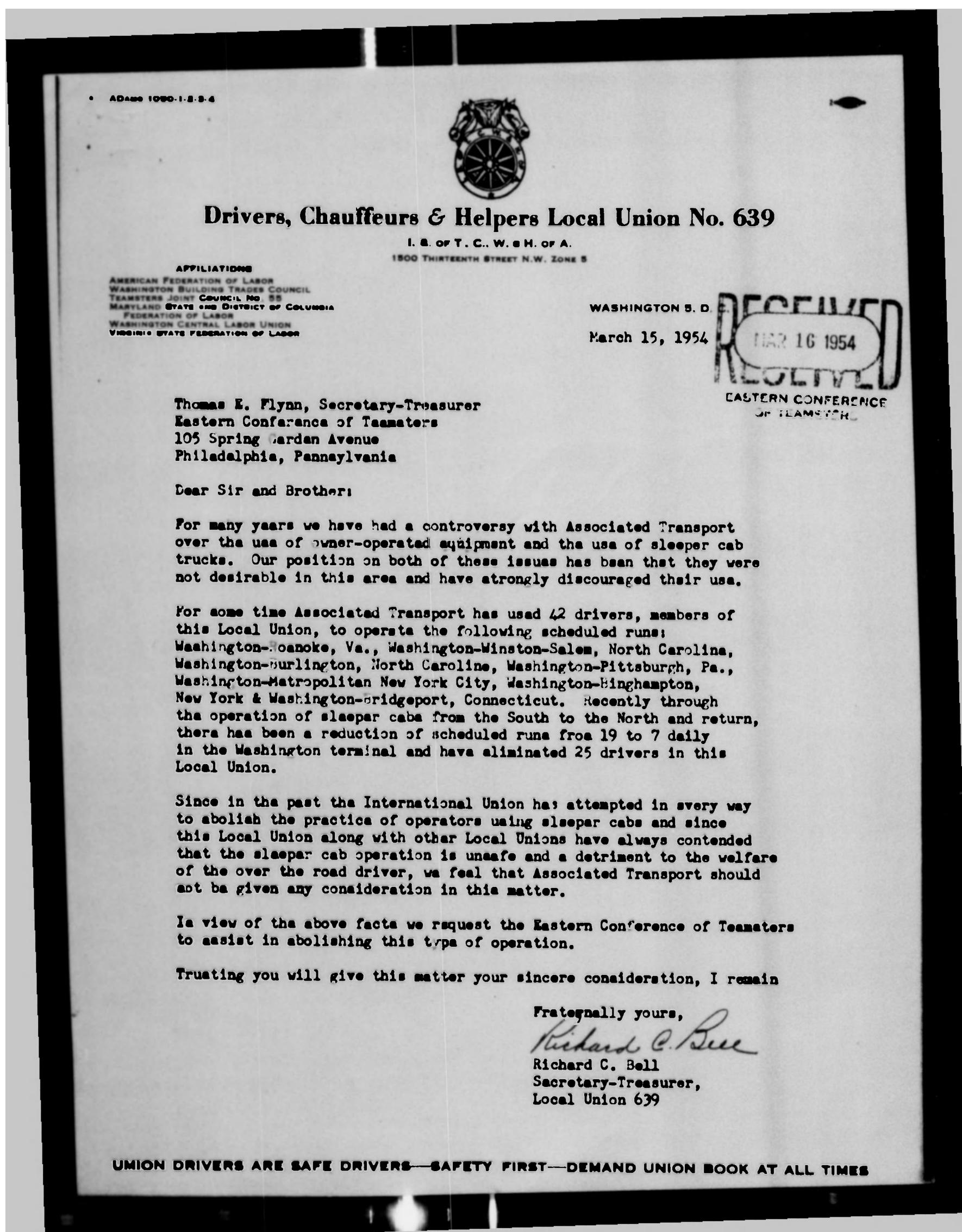
I am enclosing a copy of a letter which I received this morning from Local #649 in regard to the Associated Transport problem. This letter is for your information.

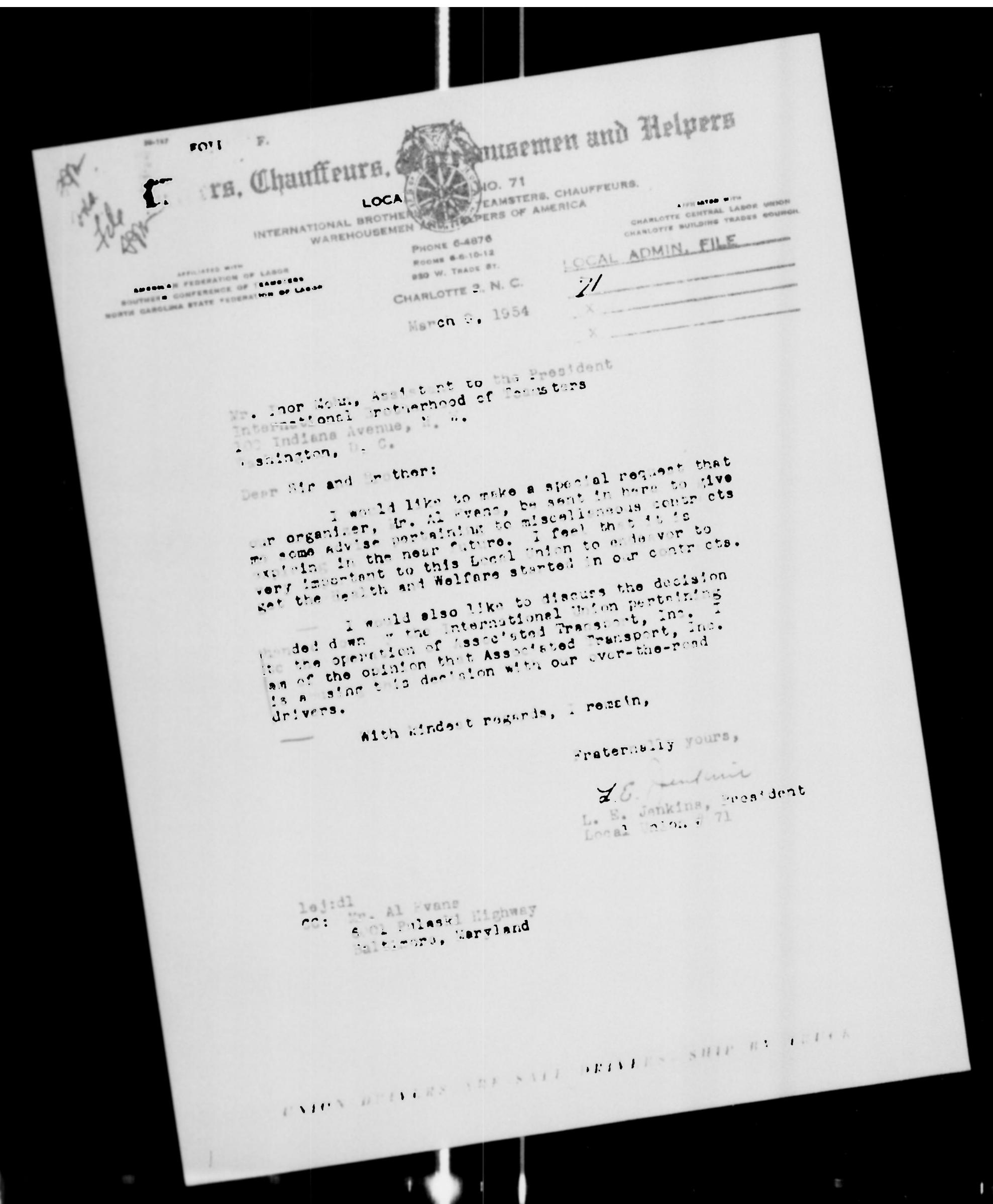
I talked to Mohn yesterday over the telephone and he hopes to set up the meeting with the Associated officials the latter part of this week. I will phone you and the other members of the Executive Committee as to the exact time and place.

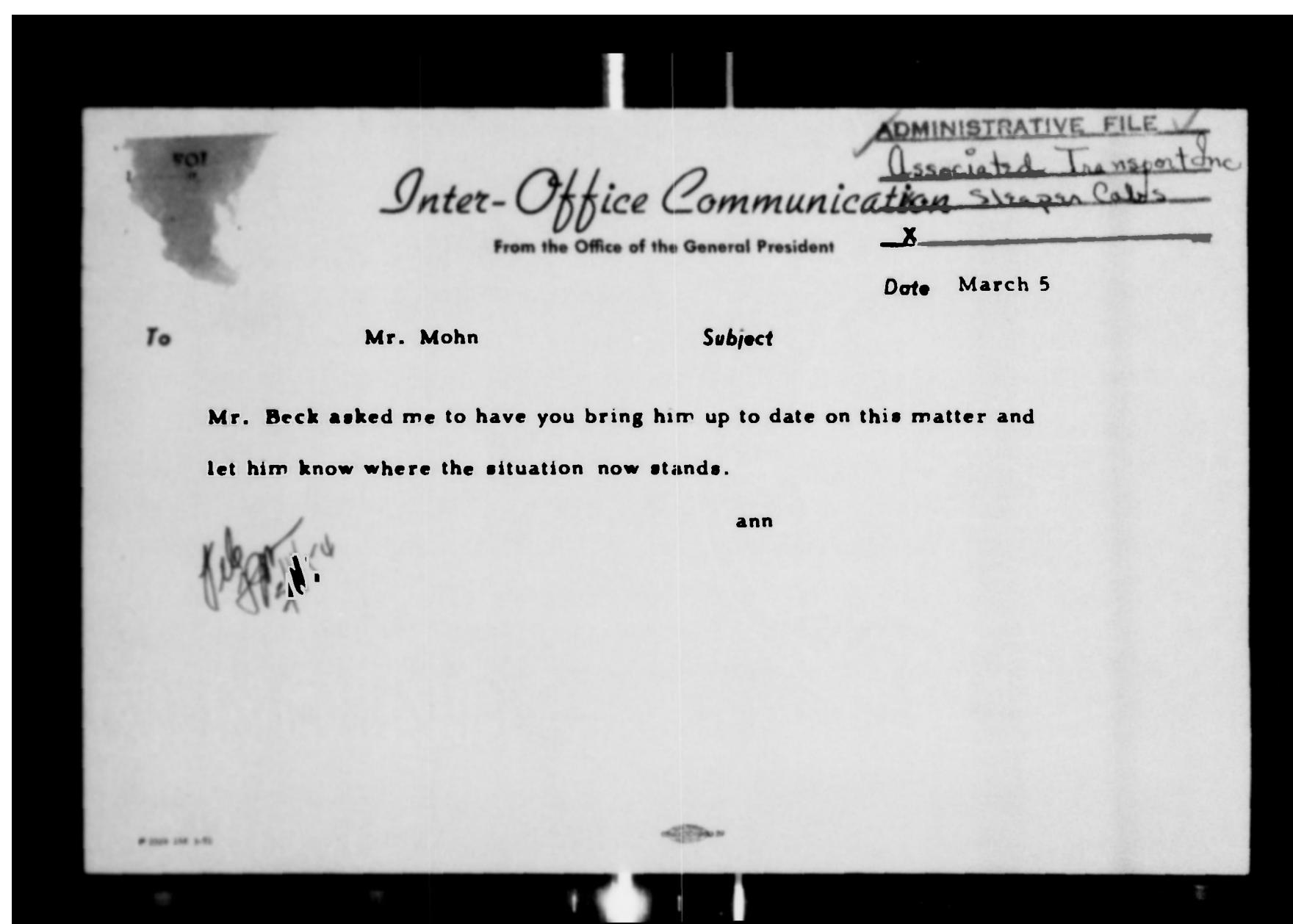
Extremely young

Thomas E. Flynn, Secretary-Treasurer
EASTERN CONFERENCE OF TEAMSTERS

cc: Mr. Chester Fitteratruck
Mr. Einar Mohr









INTERNATIONAL BROTHERHOOD
OF
TEAMSTERS·CHAUFFEURS·WAREHOUSEMEN&HELPERS
OF AMERICA

AFFILIATED WITH THE AMERICAN FEDERATION OF LABOR
6001 Pulaski Highway, Baltimore, Maryland

February 18, 1954

Mr. Einar Mohn
International Brotherhood of Teamsters
100 Indiana Avenue, N.W.
Washington, D. C.

Dear Sir and Brother:

On Tuesday, February 16, 1954 I arrived in Roanoke, Va. just in time to sit in on a discussion concerning Associated Transport sleeper-cab drivers operating out of Roanoke, Va. which for a time threatened to lead to a strike on the part of the sleeper-cab drivers operating out of Roanoke.

The dispute concerns a clause in the contract between Local Union No. 171, Roanoke, Va. and Associated Transport which is to the effect that any new operations, new conditions or new arrangements inaugurated by the company during the life of the agreement shall be subject to negotiations.

The sleeper-cab drivers who operate out of Roanoke were claiming that the extension of their sleeper-cab operations recently requested by Associated and agreed to by our International Union came under this section and should be negotiated before being put into effect. Some of Associated's sleeper-cab crews were not willing to go to work until the company negotiated on this extension of their sleeper cab operation, these I instructed to go to work and they did so without further argument.

However, these sleeper-cab drivers have an argument based on a clause in their current contract, but since this change in Associated's operation was at the instruction of our International Union, I advised Associated's sleeper-cab drivers that it would be necessary to check with our International Union's office to see how far they would authorize us to proceed in this matter.

These drivers claim that this change in Associated's operation should be negotiated, since they are now operating north from Bridgeport, Conn. through areas where traffic congestion is so great that it is impossible to run up enough mileage to make fair wages beyond Bridgeport; they also state that this is an extension of their former operation if they respect the I.C.C.'s regulation and laws of labor that they will wind up with fewer hours and miles each week than formerly, even though longer trips are pulled, since there will be fewer trips.



INTERNATIONAL BROTHERHOOD
OF
TEAMSTERS-CHAUFFEURS-WAREHOUSEMEN & HELPERS
OF AMERICA

AFFILIATED WITH THE AMERICAN FEDERATION OF LABOR

Mr. Einar Mohn

- 2 -

2/18/54

I ordered these drivers to keep a record of their trips and earnings to back up their arguments, and to advise us after they had had several weeks experience under the new arrangement.

Will you advise me of our International Union's position in this matter?

Fraternally yours,

Albert Evans
Albert Evans.

AE/lm
ceiu;153

GENERAL PRESIDENTIAL
OFFICE OF

FEB 10 1954 32

C. M. F. H. O. E. V.
F. B. O. E. I.
RECEIVED

February 12, 1954

Mr. Albert Evans, General Organizer
6001 Pulaski Highway
Baltimore 5, Maryland

Dear Sir and Brother:

In reference to yours of February 8th, concerning the
sleeper cab operations of Associated Transport.

There has been a controversy over sleeper cabs with this
company long before Associated Transport had complete control of these
operations. Contracts between this company and this local union date back
to the days of the Horton Motor Lines. At that time, we had more than 200
road drivers operating out of Baltimore in all directions. Since Associated
has been in existence, this number has dropped to slightly more than 100.
It has always been our position that sleeper cabs were not desirable under
any condition and it has been the policy of this local union to discourage
their use in this area. Associated Transport has, for a period of many
years, attempted to use the sleeper cab operation and the owner-operator
to break down conditions that we have striven for many years to attain.
We feel that instead of back-tracking as far as conditions are concerned,
the International Union should be more cooperative and force the competitors
of Associated Transport to establish relay operations instead of forcing
local unions who have decent contracts to revert to the days of 1934 - 36,
when a man got on a truck at the beginning of a week and never reached home
again until the beginning of another week.

In addition to the operation of sleeper cabs being a
detriment to the welfare of the over-the-road driver, we still contend the
same as we did in 1934-36-38, that it is definitely an unsafe operation and
the files of the International Union will tend to substantiate our position
in this matter. If our memory serves us correctly, and we are sure it does,
the International Union spent thousands of dollars in negotiations and before
the I.C.C., etc., to abolish the practices of operators using sleeper cabs.
As a sample of what this operation could do to Baltimore, we might mention
the Baltimore-Wilmington-North Carolina run. Up until this point we have had
30 men employed out of Baltimore to Burlington and return. This amounts to
10 runs per schedule. Just recently the company, because of their operation
of sleeper cabs, attempted to cut this to 11 per schedule.

Mr. Albert Evans

- 2 -

February 12, 1954

If this sleeper cab operation is extended, Local 557 will be faced with an enormous cut as far as personnel on road operations are concerned. Not only this, but other companies who are now operating relays to other points from Baltimore will be encouraged to also use sleeper cabs which again will help cut the membership of Local 557. We feel that Associated Transport should not be given any consideration in the use of sleeper cabs but that the pressure should be used instead to force their competitors to meet the standards that have been established in this area. However, we realize that this cannot be done by the local unions in the south without the wholehearted cooperation of every local union and the International Union.

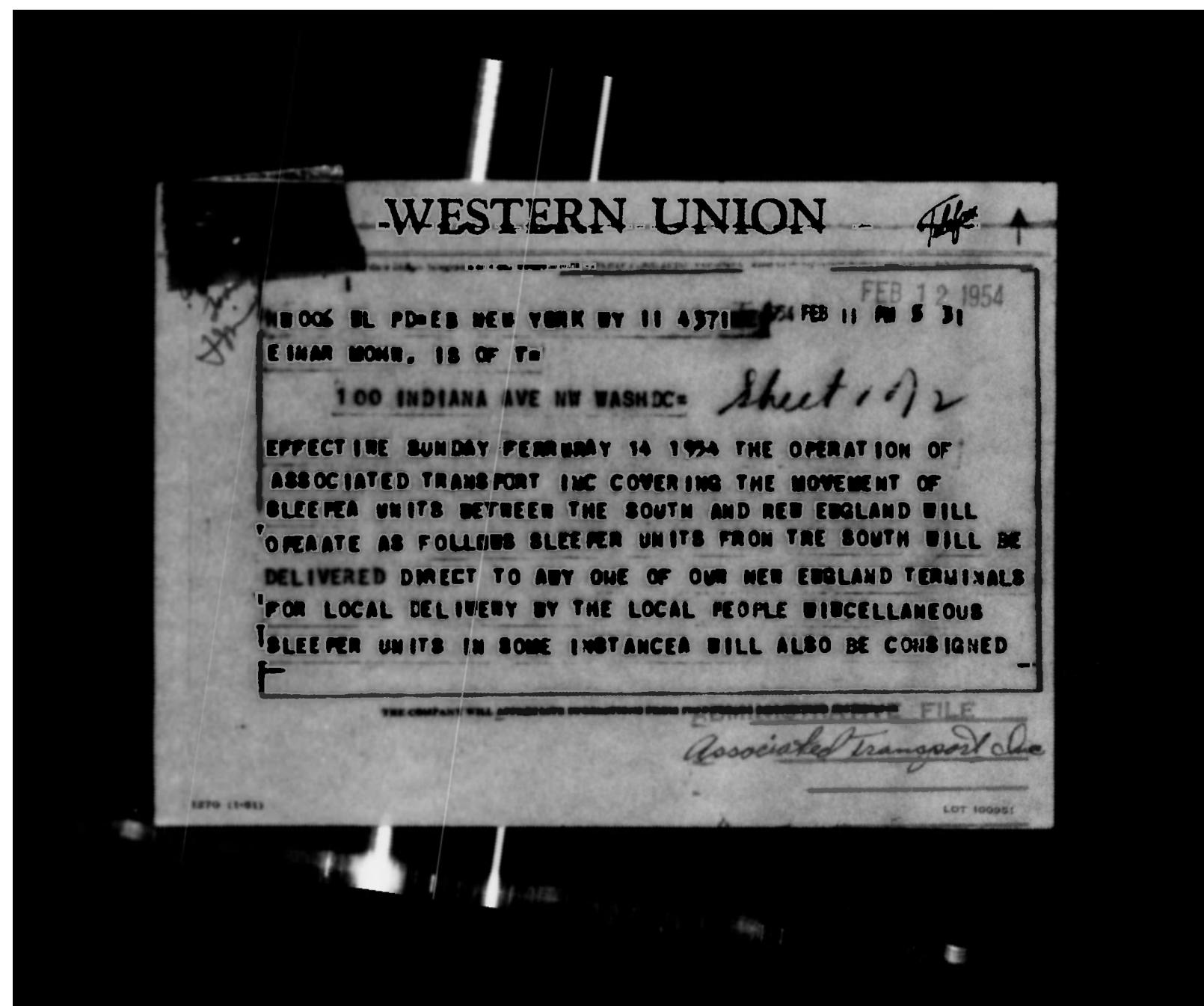
This local union has cooperated in every respect with Associated Transport in their local operations and has granted them many concessions so that they could be competitive with other operators out of the south.

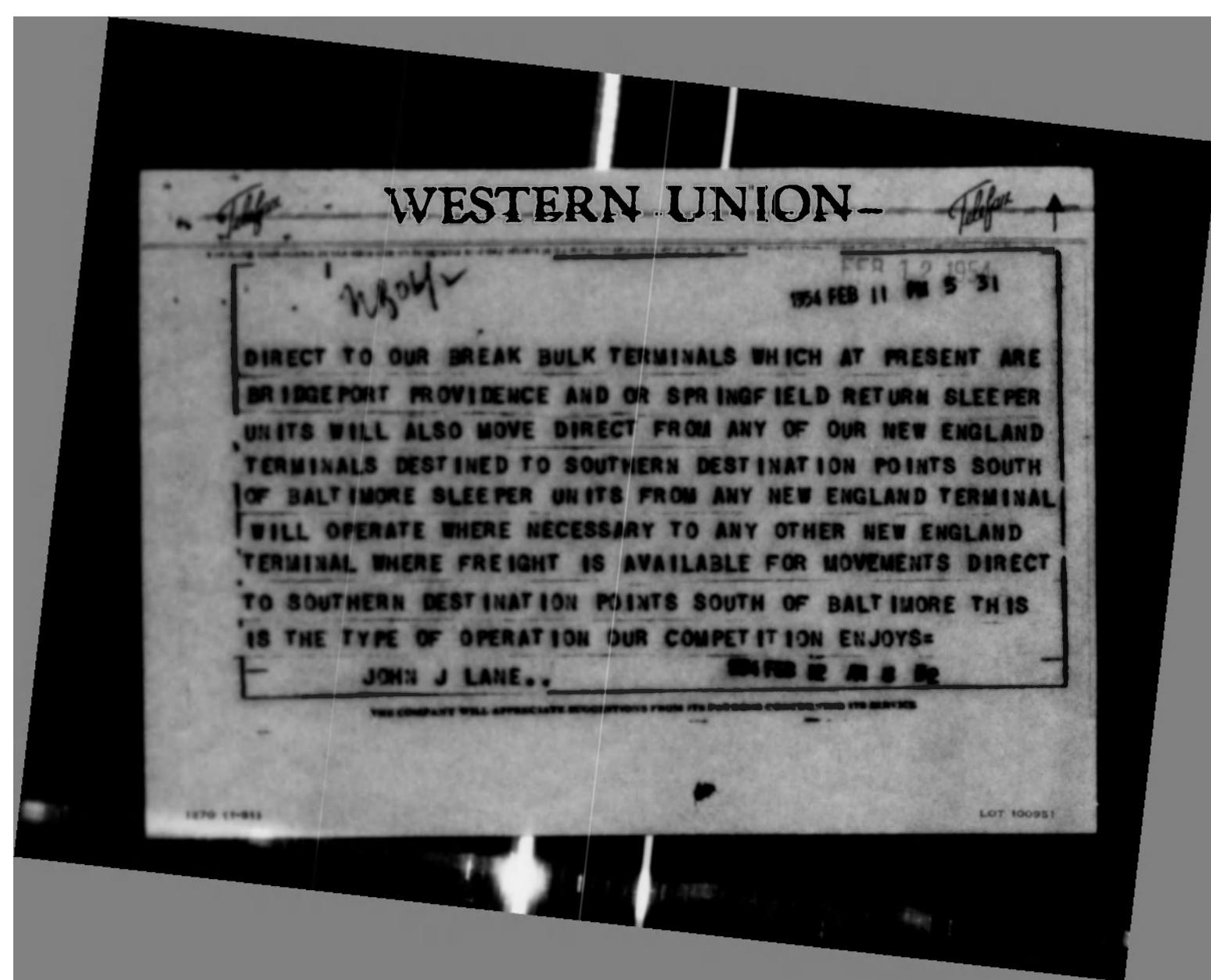
In view of the facts stated above, we are asking that your directive of February 8th not be made to apply to Local 557 or any other local union which does not already have sleeper cab operations.

Fraternally yours,
GENERAL BUREAU
OFFICE OF
M. M. Kohn
Feb 13 1954 Clifford Kohn,
Secretary-Treasurer

cc: Mr. Elmer O. Mohn
CK/b

CMFHDW
FEB 13 1954
RECEIVED





WESTERN UNION
DAY LETTER TELEGRAM

Charge: Associated Transport, Inc.
1775 Broadway
New York 19, New York

February 11, 1954

MR. NICHOLAS P. MORRISSEY
I. B. OF T.
161 MASSACHUSETTS AVENUE
BOSTON, MASSACHUSETTS

Effective Sunday February 14 1954 the operation of ASSOCIATED TRANSPORT, INC., concerning the movement of SLEEPER UNITS BETWEEN THE SOUTH AND NEW ENGLAND WILL OPERATE AS FOLLOWS: SLEEPER UNITS FROM THE SOUTH WILL BE DELIVERED DIRECT TO ANY ONE OF OUR NEW ENGLAND TERMINALS FOR LOCAL DELIVERY BY THE LOCAL PEOPLE. MISCELLANEOUS SLEEPER UNITS IN SOME INSTANCE WILL ALSO BE CONTINUED DIRECT TO OUR SEABEACH TERMINALS WHICH AT PRESENT ARE BRIDGEPORT, PROVIDENCE AND/OR SPRINGFIELD. RETURN SLEEPER UNITS WILL ALSO MOVE DIRECT FROM ANY OF OUR NEW ENGLAND TERMINALS DESTINED TO SOUTHERN DESTINATION POINTS SOUTH OF BALTIMORE. SLEEPER UNITS FROM ANY NEW ENGLAND TERMINAL WILL OPERATE WHERE NECESSARY TO ANY OTHER NEW ENGLAND TERMINAL WHERE FREIGHT IS AVAILABLE FOR MOVING ITS DIRECT TO SOUTHERN DESTINATION POINTS SOUTH OF BALTIMORE. THIS IS THE TYPE OF OPERATION OUR COMPETITION ENJOYS.

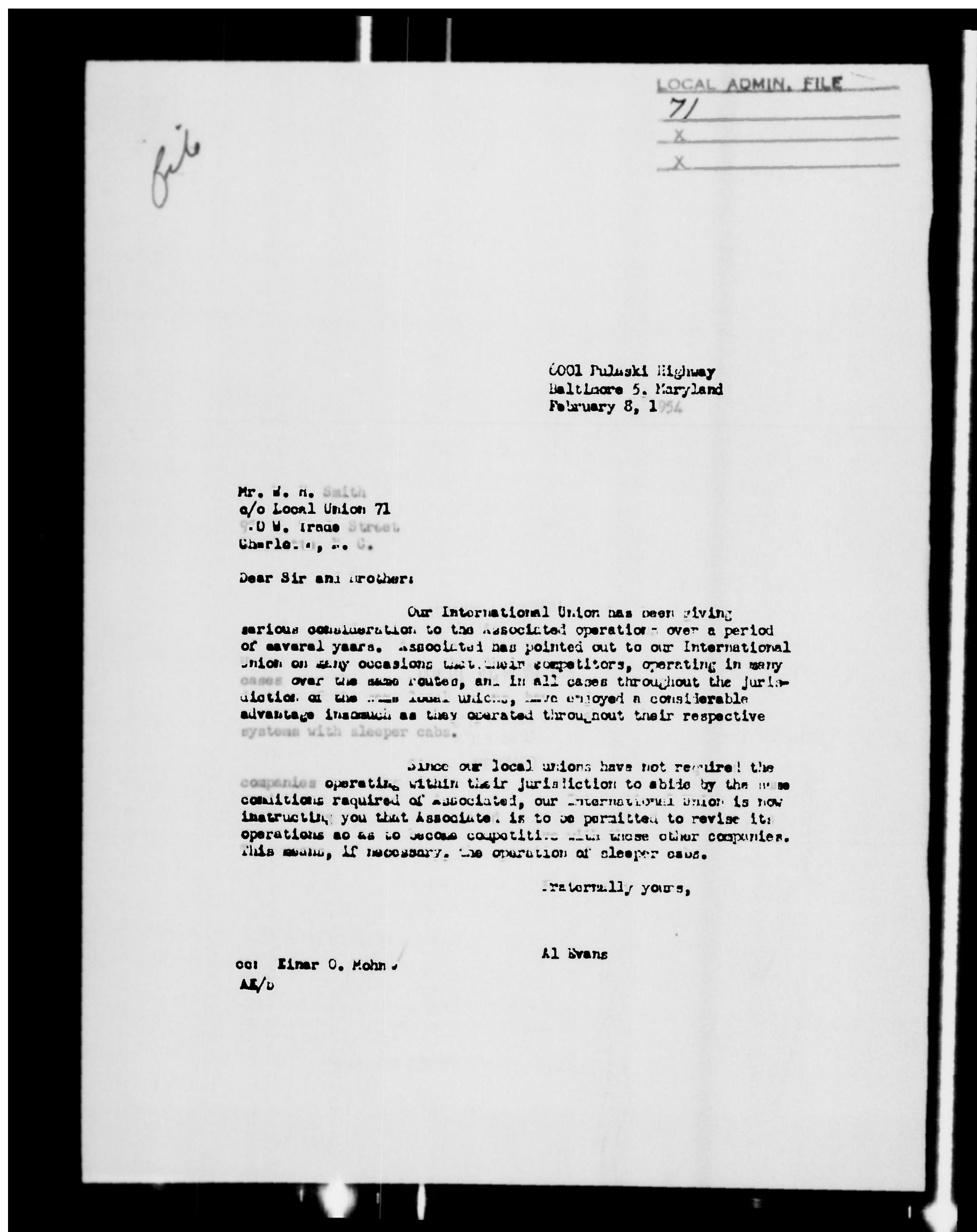
JOHN J. LANE

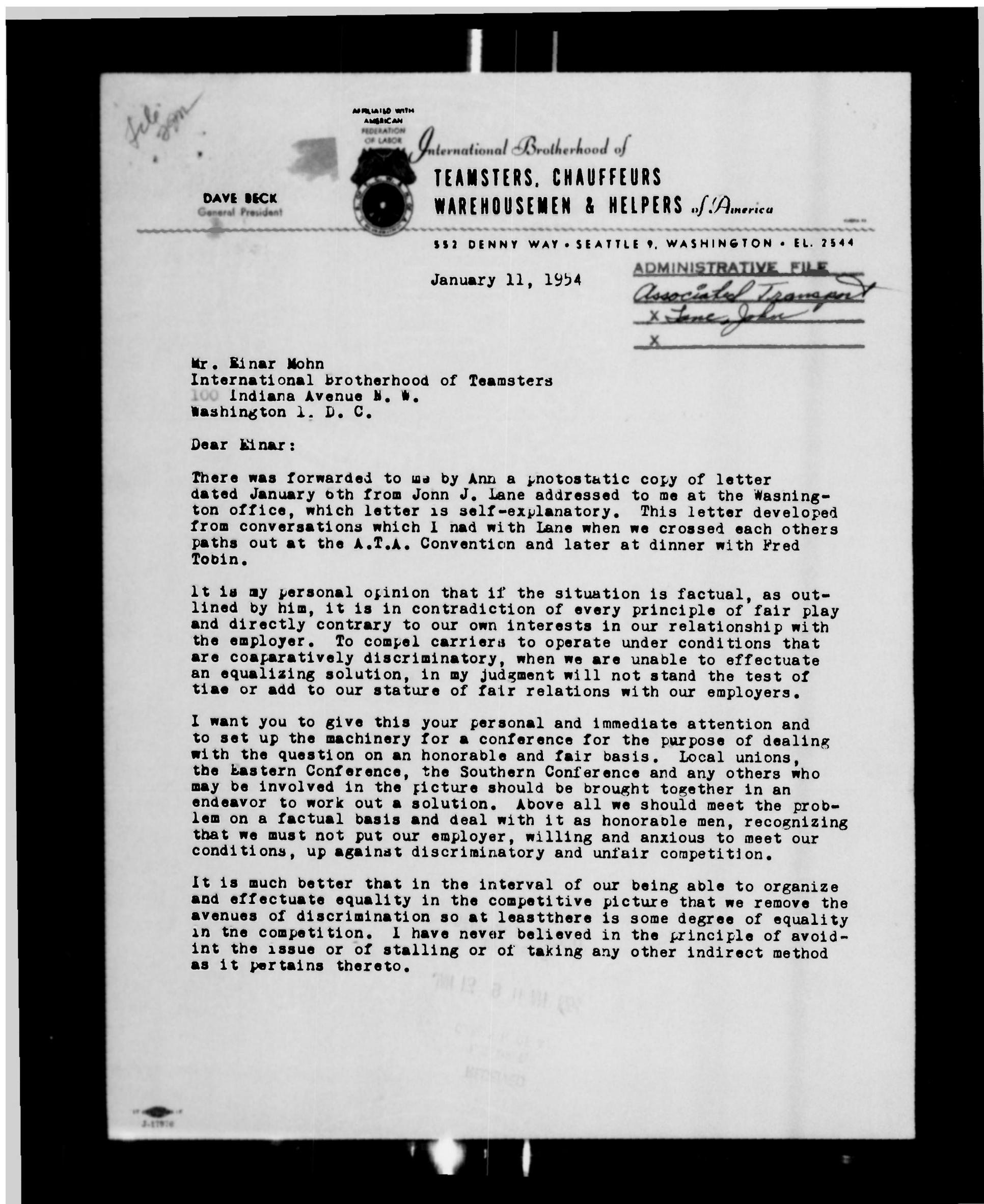
ALSO SEND ABOVE TELEGRAM TO FOLLOWING:

MR. SIMON KORN
I. B. OF T.
100 INDIANA AVE., N.W.
WASHINGTON 1, D.C.

MR. H. P. DAVIS
ASSOCIATED TRANSPORT, INC.
DURHAM ROAD,
MURKINSON, NORTH CAROLINA

MR. J. P. MAYS
ASSOCIATED TRANSPORT, INC.
429 MEMORIAL AVENUE
WEST SPRINGFIELD, MASS.



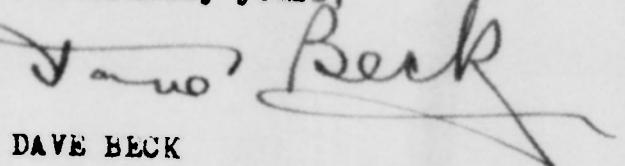


Mr. Zinar Mohn
Page Two

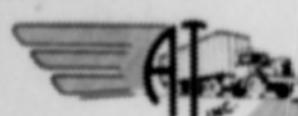
January 11, 1954

Let us so conduct ourselves in this situation that we will establish
precedent for any similar situation which may occupy or necessitate
our attention.

Fraternally yours,


DAVE BECK

DB:mg
ccs: Mr. John J. Lane
Mr. Murray W. Miller
Mr. Thomas E. Flynn



ASSOCIATED TRANSPORT INC.

THE NATION'S LEADING MOTOR CARRIER SERVING THE NORTH AND SOUTH

EXECUTIVE OFFICES * 1779 BROADWAY * NEW YORK 16 N.Y.

TELEPHONE
JUDSON 6-3500

December 29, 1953

ADMINISTRATIVE FILE

Associated Transport
~~X~~ *for* ~~for~~ *for*
X

Mr. Dave Beck
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers of America
100 Indiana Avenue, N. W.
Washington 1, D. C.

Dear Dave:

I have your letter of December 21, 1953, which refers to the discrimination existing between Associated Transport, Inc. and its competitors running from south to north and vice versa. As pointed out by our Vice President in Charge of Sales and which is a fact, our traffic has decreased while our competitor's has increased. The reason which is undisputed is that the service rendered by Associated Transport, Inc. although costing more is not comparable to the companies which are competing with us for freight, between the north and the south.

Our main competitors in the south are Johnson, McLean, Akers, Carolina Freight Carriers, Pilot, Roadway to mention a few. The advantage of their operations stems from the fact that they load freight in the south and north in sleeper cabs and proceed through to destination whereas Associated Transport, Inc. runs a relay operation. For instance, from Burlington to Baltimore opposing labor, that is one half of the men from Baltimore and the other half from Burlington. No other carrier from south north or north south operates under these conditions. Our operation from Baltimore to New England is likewise operated by opposing labor. Our competitors from the south are not obligated to comply with these conditions. In addition to the foregoing, our competitors from the south operate direct to terminal points in the New England area, while we stop in Bridgeport and relay from there on, which results in a delayed service.

I have talked the matter over with Tom Flynn, Al Evans and many others and although they all agree we have a justifiable complaint, nothing at this time has been accomplished to alleviate our position. I had hoped to remedy this condition without bringing it to your attention, knowing that you are an exceedingly busy man.

This company has a physical plant that requires an annual revenue of about \$50,000,000 to make any kind of return on its investment. Under our present competitive situation, this is impossible. If you will permit us the same operating conditions now enjoyed by our competitors, we will take care of ourselves.

Trucks bring you today's products today.

Mr. Dava Beck

- 2 -

December 29, 1953

I hope that although you are extremely busy that you could render
as some help in this matter. We would really like to put a comparable ser-
vice in not later than January 4, 1954 and would certainly appreciate it if
you could help us to this end.

With warmest personal regards,

Very truly yours,
John Lane
John J. Lane

JJL:GB

ADMINISTRATIVE FILE
Associated Transport
X *[Signature]*
X

DECEMBER 21, 1953

Mr. John Lane
7301 Brannon Lane
Chavy Chase, Maryland

Dear John:

The enciosad corraspondence from H. E. Howell of Associated Transport, was received several days ago. I met you out at the golf club one night and esked you if everything was going along ell right and I think you said you were certain thare was no trouble.

Please advise me without delay as regards this letter, letting me know whather or not there is discriminatory insistence as it pertains to your operation againt compititors and I will arrange to give it immediate attention.

With warmest personal regards, I am

Yours very truly,

DB:aw

FROM THE OFFICE OF
DAVE BECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
17 NOV 1953



file
**INTERNATIONAL BROTHERHOOD
OF
TEAMSTERS CHAUFFEURS WAREHOUSEMEN & HELPERS
OF AMERICA**

AFFILIATED WITH THE AMERICAN FEDERATION OF LABOR

ADMINISTRATIVE FILE

Associated Transport, Inc.
X-2-71X371X551

6001 Pulaski Highway, *b37*
Baltimore 5, Maryland
December 3, 1953

Mr. Elmer G. Mohr
Assistant to General President
International Brotherhood of Teamsters
100 Indiana Avenue, N. W.
Washington 1, D. C.

Dear Sir and Brother:

On Tuesday, December 1st, I attended a meeting in the office of the Eastern Conference of Teamsters at Philadelphia, to consider the request of Associated Transport for some relief of the competitive situation they find themselves in, in their operations from the Carolinas to Baltimore.

This meeting was attended by representatives of Local Union 337 of Baltimore, Local Union 637 of Washington, Local Union 291 of Greensboro, N.C., and Local Union 71 of Charlotte, N.C. Associated was represented by John Jane and Ben Davis, Tom Flynn and myself were also in attendance.

Since Associated's operations from the Carolinas to Baltimore and Washington is a relay operation, and is a relay operation from these points north, all present agreed that any change in the operation from the Carolinas to Baltimore and Washington would have its effect as far north as Bridgeport, Conn. and as far west as Buffalo, N. Y. and Pittsburgh, Pa. This change in operation would also effect Associated drivers in Philadelphia, Jersey City, and New York.

After considerable questioning by the union committee, it developed that the change requested by Associated would result in a loss of at least 100 jobs, the only ones standing to pick up any membership due to this change in operation would be Local Union 331 of Greensboro, N.C. and Local Union 71 of Charlotte, N.C.

DEC 4 1953

Mr. Elmer O. Mohr

- 2 -

December 3, 1959

Thomas Flynn and myself agreed that the change asked by Associated was a very substantial one, and since it effected many unions represented at the meeting, it would be no more than fair to give them a chance to be heard. Tom Flynn is calling in the Policy Committee and the affected unions as soon as he can conveniently do so.

I shall keep you advised of any further developments.

Faternally yours,

Al Evans

Al Evans

AE/erb

GENERAL INQUIRIES
SECTION 3

DEC 4 1959 REC'D

CLERK'S OFFICE
TREASURER



ASSOCIATED TRANSPORT INC.

THE NATION'S LEADING MOTOR CARRIER SERVING THE NORTH AND SOUTH

EXECUTIVE OFFICES * 1715 BROADWAY * NEW YORK 19, N.Y.

TELEPHONE
JUDSON 6-3500

November 25, 1953

Mr. Dave Beck, General President
International Brotherhood of Teamsters Union
100 Indiana Avenue, N. W.
Washington, D. C.

Dear Mr. Beck:

Mr. Seymour called and asked me to send you a
memo I wrote him on November 20th, which pertains to
a matter he discussed with you. I am sending you this
memo in view of Mr. Seymour's inability to do this
himself. I understand you are familiar with this reason.

Sincerely,
ASSOCIATED TRANSPORT, INC.

H.E. Howell
Vice President
Sales and Traffic

Trucks bring you today's products today.

November 20, 1953

Mr. B. M. Seymour, President
Associated Transport, Inc.
Broadway

In answer to yours of November 17th, I can only again say what I have said repeatedly. Our New England and Upper New York State sales are burdened with a handicap of service because of our inability to perform a competitive service. We cannot compete service-wise under our present operation requirements with those carriers who operate sleeper units. The delays, which result from our restrictive labor requirements, prevent us from performing a competitive service. We have, for a period of over eight years, been required to maintain a method of operations not required of our East-South competitors, who can and do use sleeper equipment.

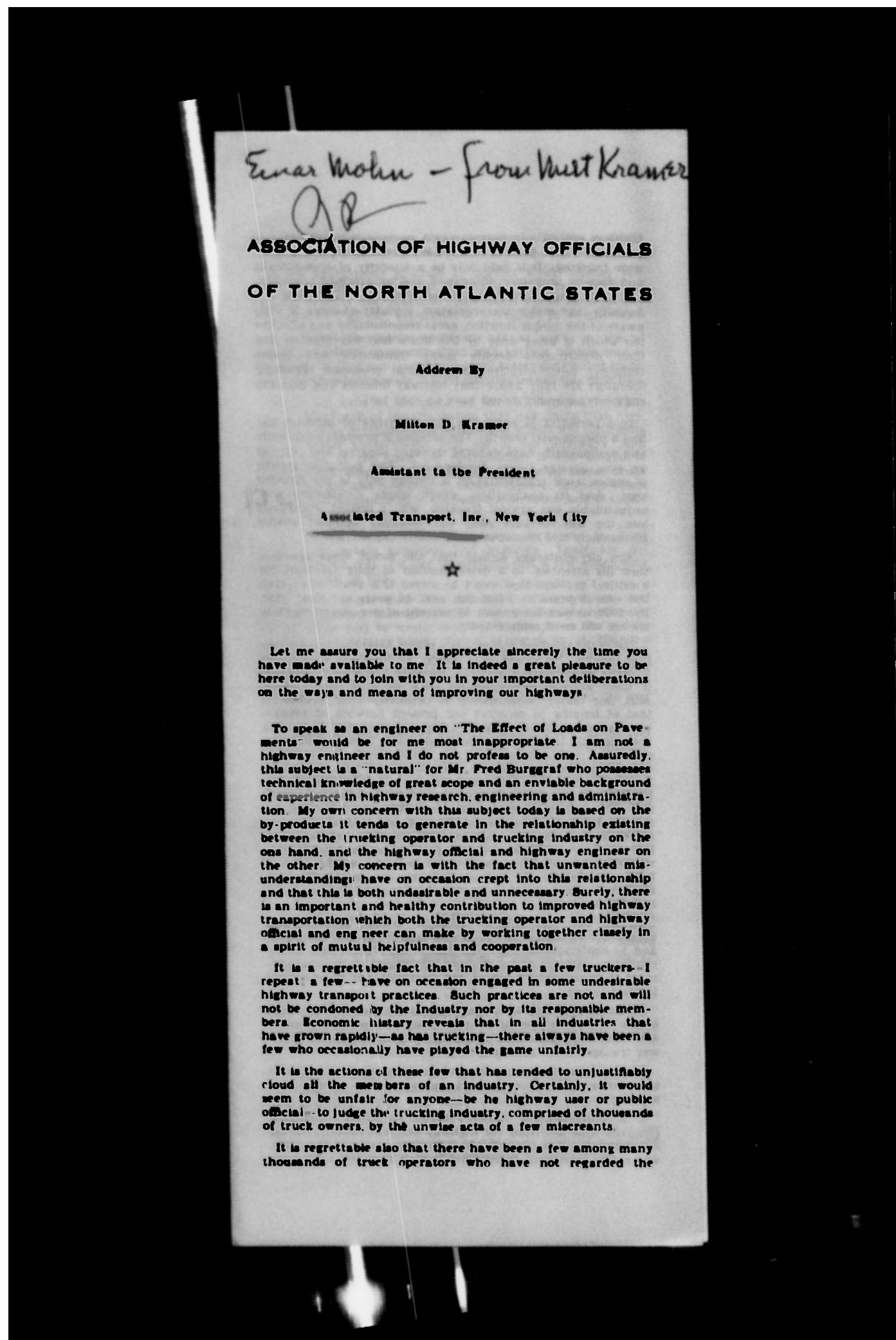
Company-wise, we show a tonnage increase of 3.2% for the first half of 1953, while our traffic between these areas shows a decrease of 3.6%. Thus, we are going backwards, while our competition is forging steadily ahead. For the first half of 1953, the combined tonnage of our principal East-South competitors, namely, Akers Motor Lines, Carolina Freight Carriers, McLean Trucking Co., Johnson Motor Lines and Pilot Freight Carriers, Inc., increased 16.4% over the same period in 1952.

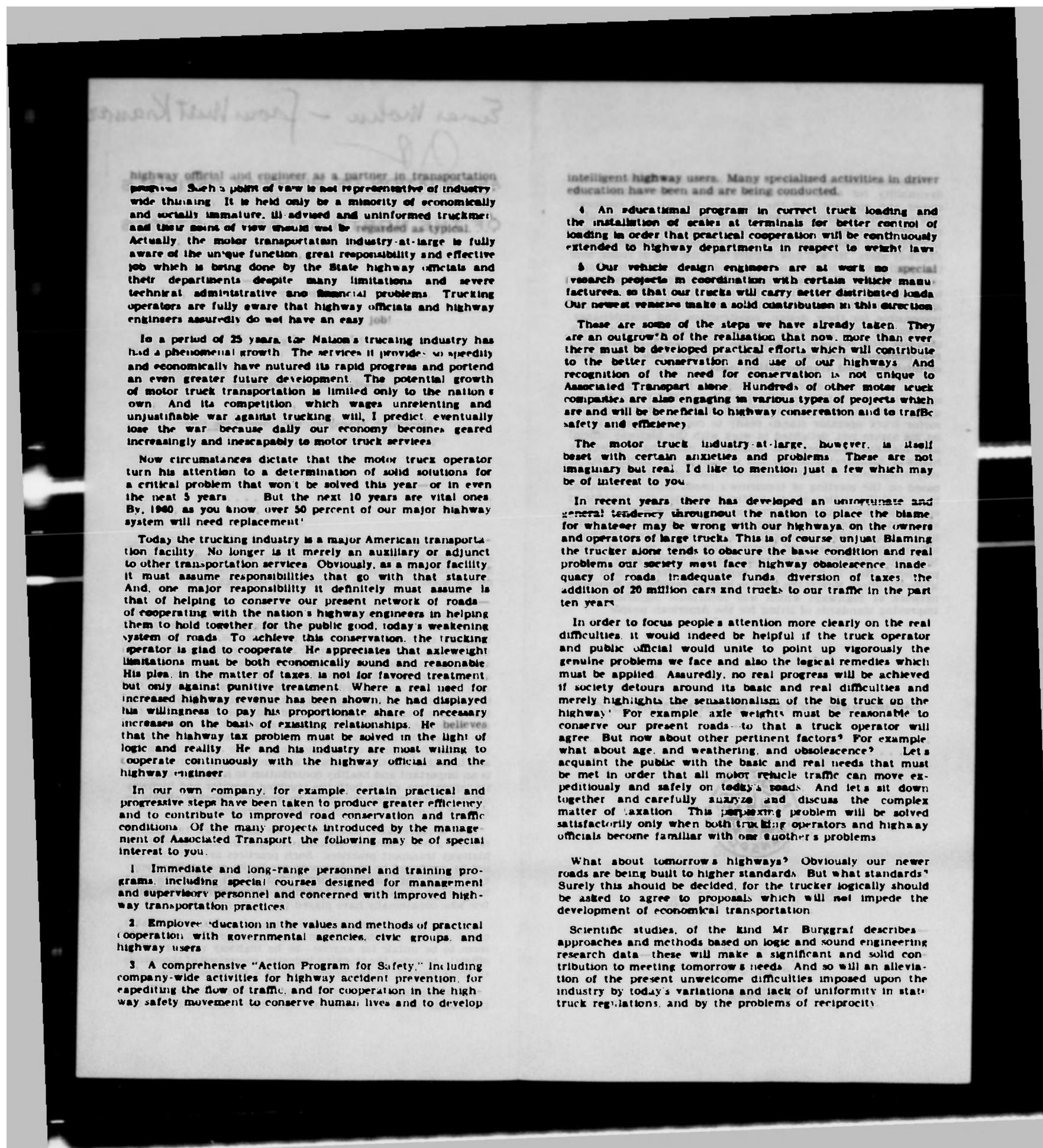
Bear in mind, that our business between New England-New York State and the South represents a very substantial part of our total sales.

Service is all we have to sell, and when Associated is required to meet operating conditions not required of our competition, we face an unreasonable and unjustified burden.

It is an obstacle that is impossible to offset by salesmanship alone.

H. E. H.
H. E. HOWELL
Vice President - Sales & Traffic





ASSOCIATION OF HIGHWAY OFFICIALS
OF THE NORTH ATLANTIC STATES

Milton D. Kramer

to the

Associated Transport, Inc., New York City

Let me assure you that I appreciate sincerely the time you have made available to me. It is indeed a great pleasure to be here today and to join with you in your important deliberations on the ways and means of improving our highways.

To speak as an engineer on "The Effect of Loads on Pavements" would be for me most inappropriate. I am not a highway engineer and I do not profess to be one. Assuredly this subject is a "natural" for Mr. Fred Burgraf who possesses technical knowledge of great scope and an enviable background of experience in highway research, engineering and administration. My own concern with this subject today is based on the by-products it tends to generate in the relationship existing between the trucking operator and trucking industry on the one hand and the highway official and highway engineer on the other. My concern is with the fact that unwanted mis understandings have on occasion crept into this relationship and that this is both undesirable and unnecessary. Surely, there is an important and healthy contribution to improved highway transportation which both the trucking operator and highway official and engineer can make by working together closely in a spirit of mutual helpfulness and cooperation.

It is a regrettable fact that in the past a few truckers— I repeat: a few—have on occasion engaged in some undesirable highway transport practices. Such practices are not and will not be condoned by the industry nor by its responsible members. Economic history reveals that in all industries that have grown rapidly—as has trucking—there always have been a few who occasionally have played the game unfairly.

It is the actions of these few that has tended to unjustifiably cloud all the members of an industry. Certainly, it would seem to be unfair for anyone—be he highway user or public official—to judge the trucking industry, comprised of thousands of truck owners, by the unwise acts of a few miscreants.

It is regrettable also that there have been a few among many thousands of truck operators who have not regarded the

file
ADMINISTRATIVE FILE
Associated Transport
X
X

ASSOCIATED TRANSPORT, INC.
Executive Offices
380 Madison Avenue
New York 17, N.Y.

Issued at New York, N.Y.
July 16, 1954

TO ALL CONCERNED:

EMBARGO NOTICE NO. 157

Effective immediately embargo all traffic destined to Frank & Seder,
Pittsburgh, Pennsylvania on account of labor difficulties.

Please notify all interested parties, post a copy of this notice on
the bulletin board of each office and in the receiving station of
each terminal and be governed accordingly.

B. M. Seymour
President

cc: All Connecting Carriers
All Company Offices

Mr. W. Y. Blanning, I.C.C., Washington D. C.
Mr. T. L. McClelland, I.C.C., New York, N.Y.
Mr. William E. Blair, I.C.C., Charlotte, N.C.

ASSOCIATED TRANSPORT, INC.
Executive Offices
380 Madison Avenue
New York 17, N. Y.

Issued at New York, N.Y.
July 8, 1954

TO ALL CONCERNED:

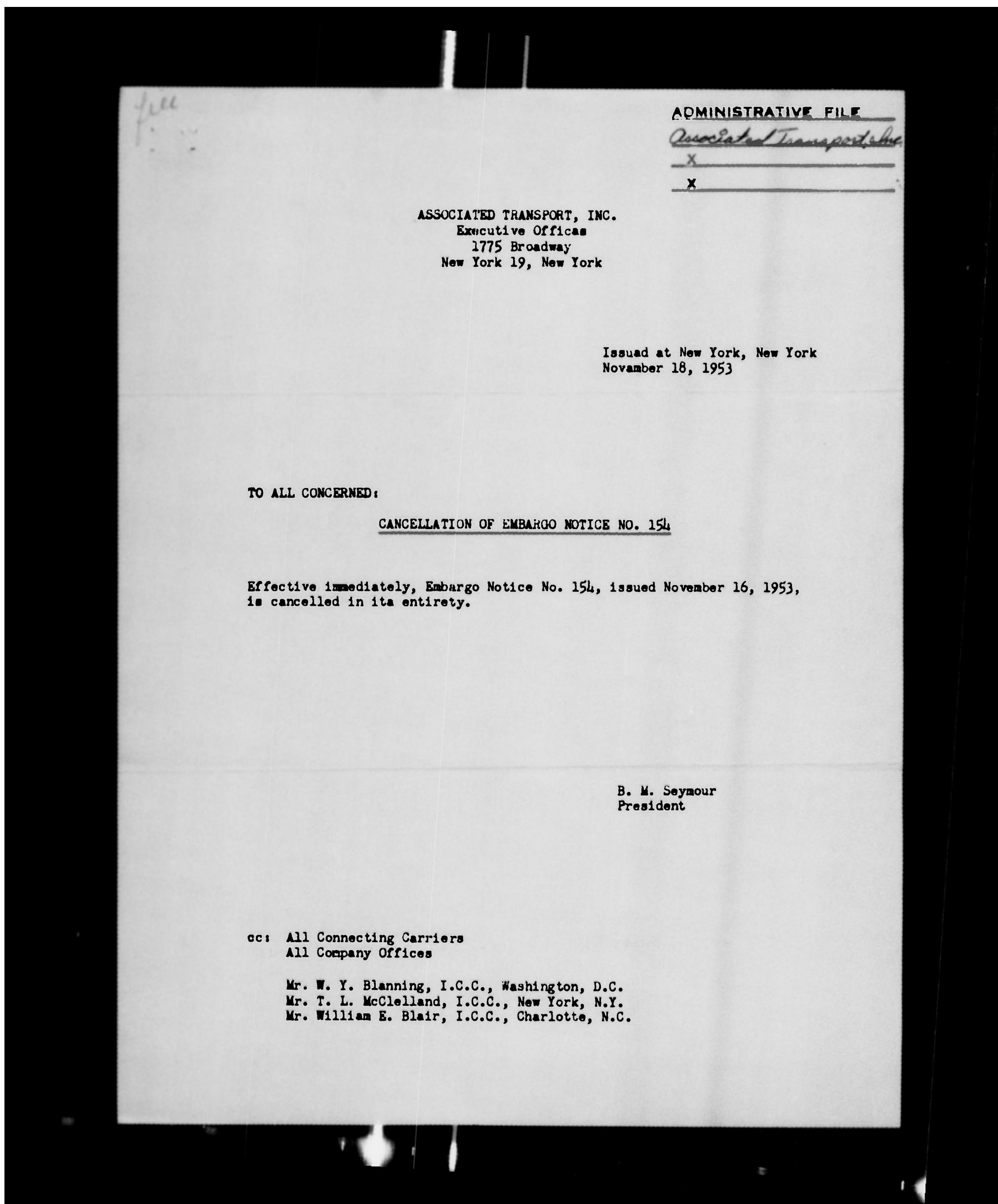
EMBARGO NOTICE NO. 156
Cancelled
EMBARGO NOTICE NO. 155

Effective immediately embargo all traffic destined to Gimbel Brothers,
Joseph Horne Co., Kaufman's Department Store and Rosenbaum Company,
Pittsburgh, Pennsylvania on account of labor difficulties.

Please notify all interested parties, post a copy of this notice on
the bulletin board of each office and in the receiving station of
each terminal and be governed accordingly.

B. M. Seymour
President

cc: All Connecting Carriers
All Company Offices
Mr. W. Y. Blauning, I.C.C., Washington, D.C.
Mr. T. L. McClelland, I.C.C., New York, N.Y.
Mr. William E. Blair, I.C.C., Charlotte, N.C.



file

ADMINISTRATIVE FILE
Associated Transport
X
X

ASSOCIATED TRANSPORT, INC.
Executive Offices
1775 Broadway
New York 19, New York

Issued at New York, N. Y.
November 16, 1953

TO ALL CONCERNED:

EMBARGO NOTICE NO. 154

Effective 12:01 A.M. November 17, 1953, embargo all traffic destined to Oak Ridge, Tennessee consigned to the following on account of strike conditions existing at Oak Ridge, Tennessee:

Carbide & Carbon Company
Rust Engineering Company
Maxon Construction Company
Atomic Energy Commission

Please notify all interested parties, post a copy of this notice on the bulletin board of each office and in the receiving station of each terminal and be governed accordingly.

B. M. Seymour
President

cc: All Connecting Carriers
All Company Offices

Mr. W. Y. Blanning, I.C.C., Washington, D. C.
Mr. T. L. McClelland, I.C.C., New York, N. Y.
Mr. William E. Blair, I.C.C., Charlotte, N.C.

ADMINISTRATIVE FILE

Associated Transport, Inc.

X

X

ASSOCIATED TRANSPORT, INC.
Executive Offices
1775 Broadway
New York 19, New York

Issued at New York, New York
October 19, 1953

TO ALL CONCERNED:

EMBARGO NOTICE NO. 153

Effective 12:01 A.M. October 19, 1953, embargo all traffic destined to points listed below in State of Florida served by Central Truck Lines, Inc. on account of embargo by Central Truck Lines, Inc.:

| | | | |
|-----------------|-----------------|----------------------|-----------------|
| Allapattah | Floral City | Mara (Palm Beach | Nelson |
| Belvedere | Fort Lauderdale | Gy) | North Miami |
| Boca Raton | Hallandale | Miami | Oakland |
| Boca Raton Army | Hialeah | Miami Beach | Oakland Park |
| Air Field | Hillsboro Army | Miami Beach Army | Palm Beach |
| Boynton Beach | Air Field | Force Training Base | Pompano |
| Carmen | Hollywood | Miami 36th Street | Port Everglades |
| Cocoanut Grove | Hypoluxo | Air Base AAF | Riviera |
| Colohatchee | Lake Park | Miami Shores | Seneca |
| Coral Gables | Lantana | Miami Springs | Southboro |
| Dania | Lemon City | Miami Transport Base | Sunny Isles |
| Deerfield | Likely | Monet | West Palm Beach |
| Delray Beach | Little River | Morrison Field | Yamato |

Please notify all interested parties, post a copy of this notice on the bulletin board of each office and in the receiving station of each terminal and be governed accordingly.

B.M. Seymour
President

cc: All Connecting Carriers
All Company Offices

Mr. W.Y. Blanning, I.C.C., Washington, D. C.
Mr. T.L. McClelland, I.C.C., New York, N. Y.
Mr. William E. Blair, I.C.C., Charlotte, N.C.

ASSOCIATED TRANSPORT, INC.
Executive Offices
1775 Broadway
New York 19, New York

ADMINISTRATIVE FILE
Associated Transport
X
X

Issued at New York, New York
August 12, 1953

TO ALL CONCERNED

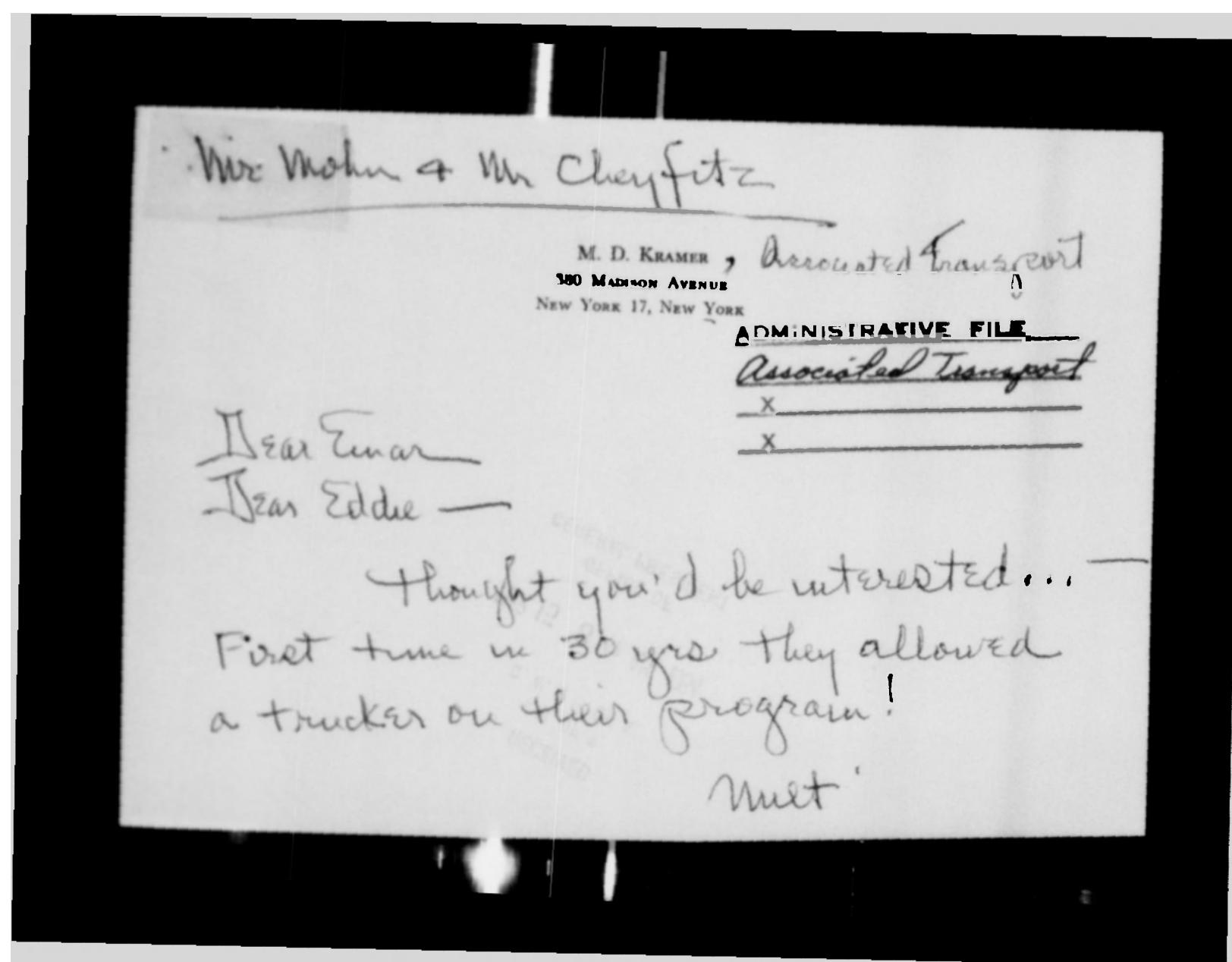
CANCELLATION OF EMBARGO NOTICE NO. 150

Effective 10:01 A.M. August 12, 1953, Embargo Notice No. 150 is cancelled in its entirety.

B. M. Seymour
President

cc: All connecting carriers
All Company Offices

Mr. W. I. Blanning, I.C.C., Washington, D. C.
Mr. T. L. McClelland, I.C.C., New York, N.Y.
Mr. William E. Blair, I.C.C., Charlotte, N.C.



NEWS

from ASSOCIATED TRANSPORT, INCORPORATED

1775 BROADWAY, NEW YORK 19, N.Y. JUDSON 6-3500

Extension 100 or 119

Release Date . . AT WILL . . .

WASHINGTON, D.C.

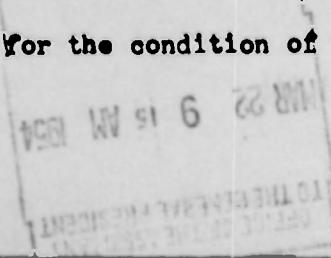
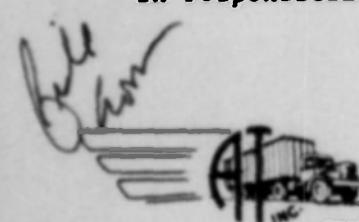
MARCH 11th.....

Milton D. Kramer, Assistant to the President of Associated Transport, Inc. - the nation's largest trucking company - today called for "close cooperation between trucking operators and highway engineers to insure unimpeded development of an improved network of American highways."

Addressing the 30th Annual Convention of the Association of North Atlantic States Highway Engineers, meeting at the Shoreham Hotel, the trucking industry representative recognised, "...the effective job which is being done by State highway officials and their departments -- despite many limitations and severe technical, administrative and financial problems."

Calling attention to the values of cooperative efforts of government, engineers and the trucking industry, Mr. Kramer said, "...circumstances dictate that the motor truck operator turn his attention to a determination of solid solutions for aritical problems....By 1960, over 50 percent of our major highway system will need replacement."

"The trucking operator knows he now must move all out into this whole matter of highways. No longer will he be content to simply pay taxes -- one-third of all the taxes assessed against highway users. He knows that if he is involved in responsibility for the condition of the highways, he should know more about them



THE NATION'S LARGEST MOTOR CARRIER SERVING THE PEOPLE OF OVER 3,000 COMMUNITIES

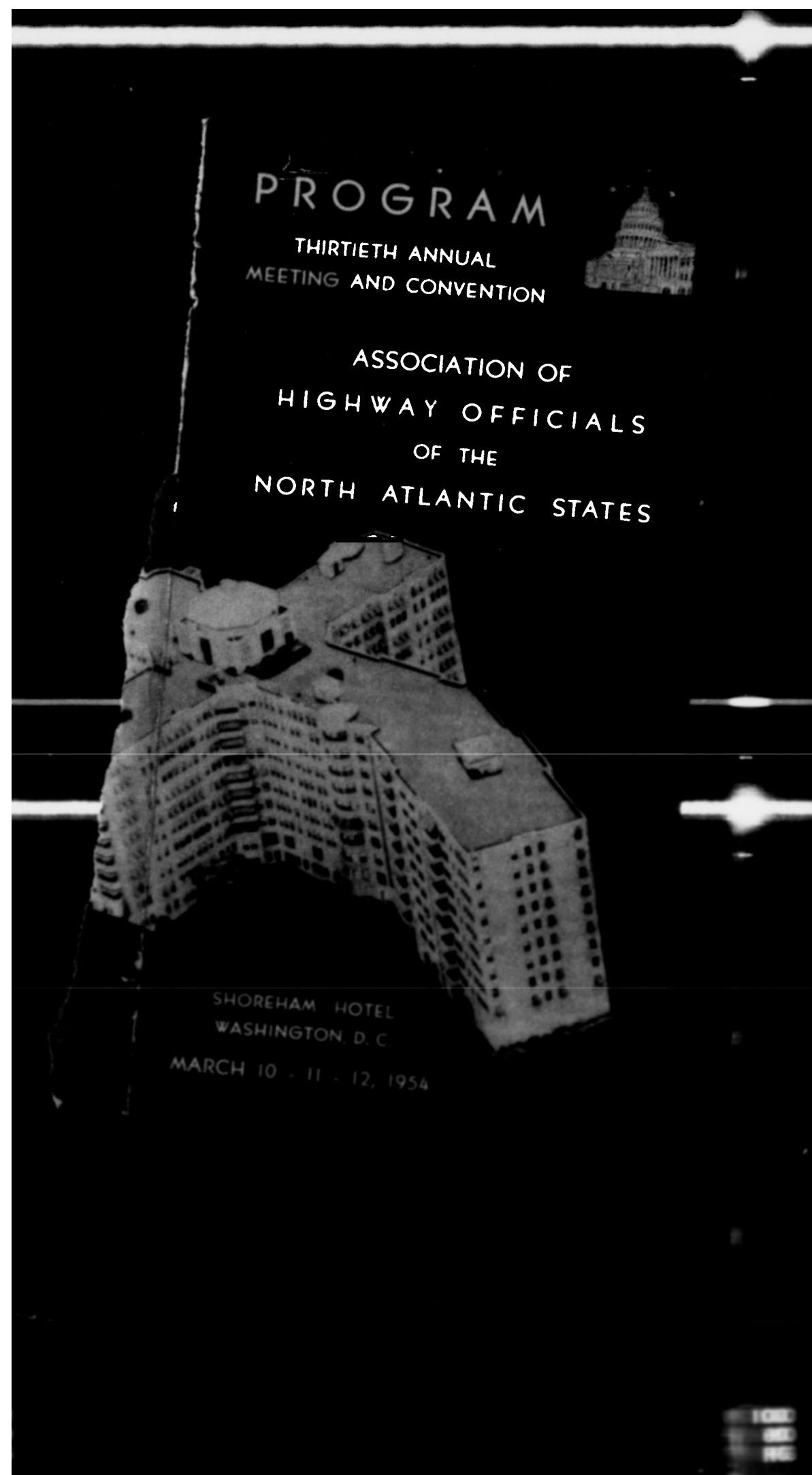
and should cooperate closely with the men who are responsible for their design, construction and maintenance. He realizes that through cooperation between motor truck operator and highway official can come the ultimate goal: the best highway system at the lowest maintenance and transportation costs."

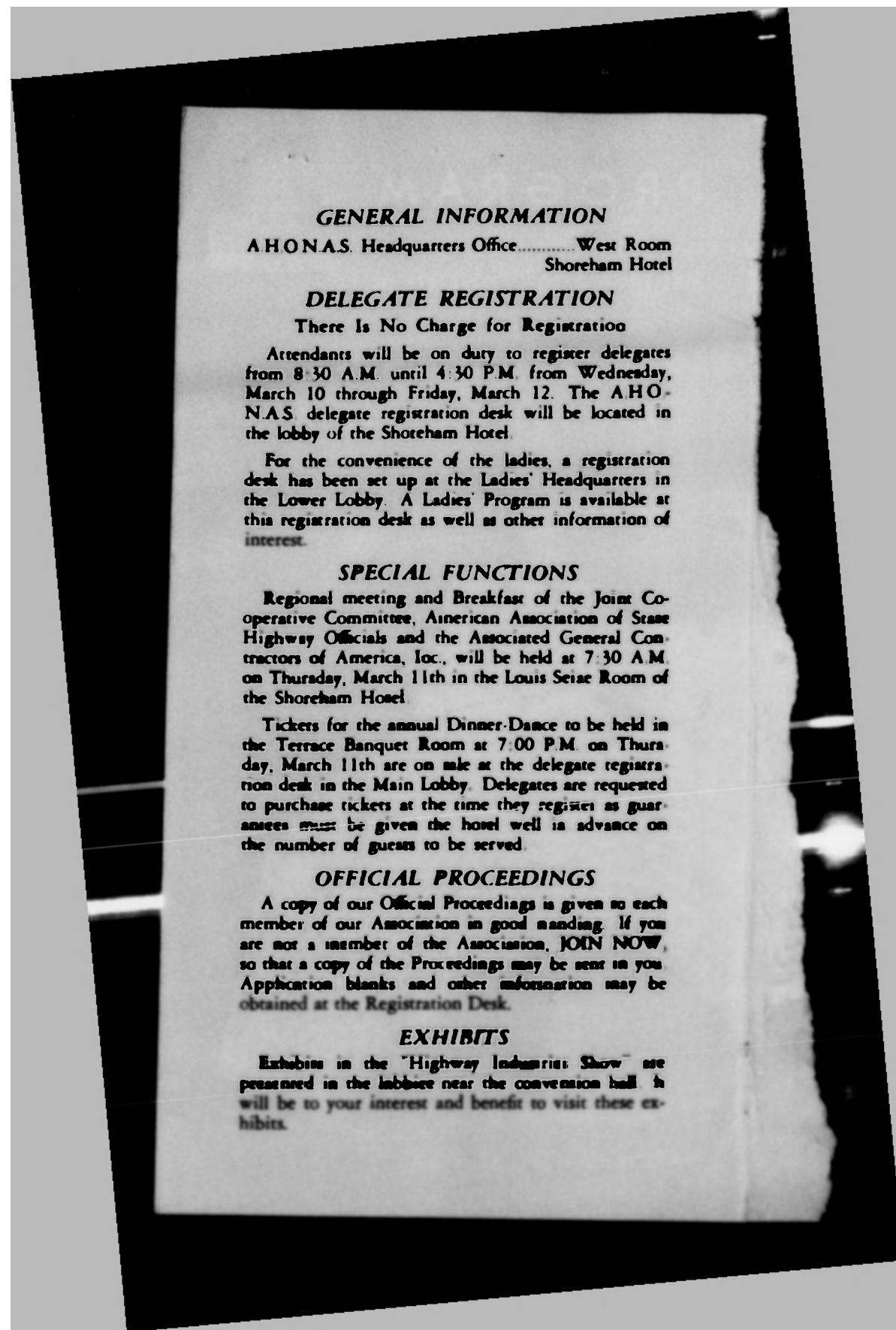
Mr. Kraemer termed the tendency to place the blame for whatever may be wrong with our highways on owners and operators of large trucks as an unjust accusation. "....Blaming the trucker alone tends to obscure the basic conditions and real problems our society must face: highway obsolescence, inadequacy of roads, inadequate funds, diversion of taxes, the addition of 20 million cars and trucks to our traffic in the past ten years," he said.

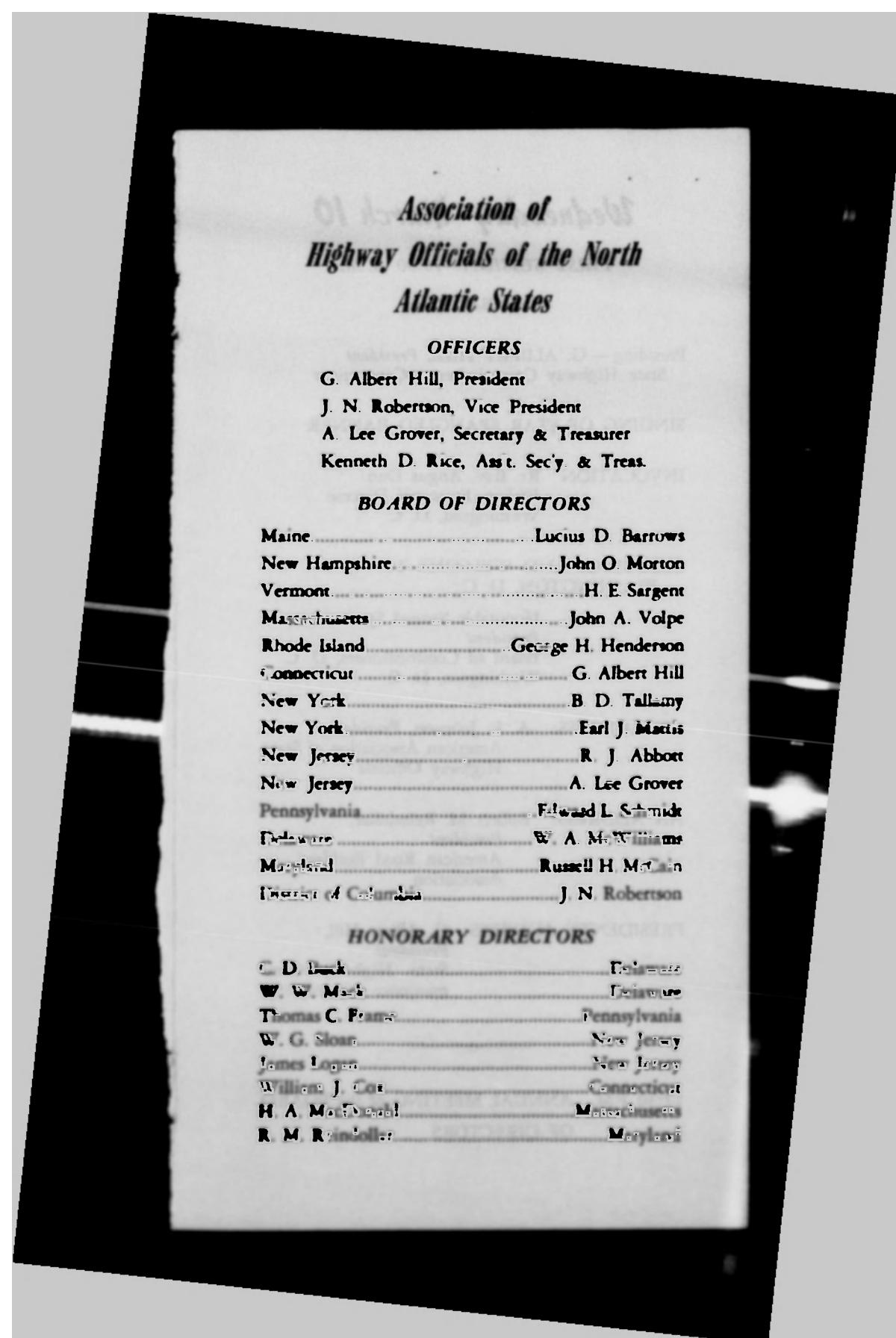
In his appeal for cooperative understanding to further the drive for better highways, he made these points:

- (1) The public must be acquainted with the basic highway needs.
- (2) A truck operator will agree axle weights must be reasonable to conserve present roads.
- (3) There is a need for ~~conservation~~ uniform truck regulations throughout the nation.
- (4) The trucker should be permitted a voice in setting standards for future roads.

GENERAL INFORMATION
MAY 12 1947
CITY OF
RECEIVED







Wednesday - March 10

FIRST SESSION—10:00 A. M.

Main Ball Room

Presiding — G. ALBERT HILL, *President*
State Highway Commissioner—Connecticut

SINGING OF STAR SPANGLED BANNER

INVOCATION Rt. Rev. Angus Dun
Bishop, Episcopal Diocese
Washington, D. C.

GREETINGS AND WELCOME TO
WASHINGTON, D. C.

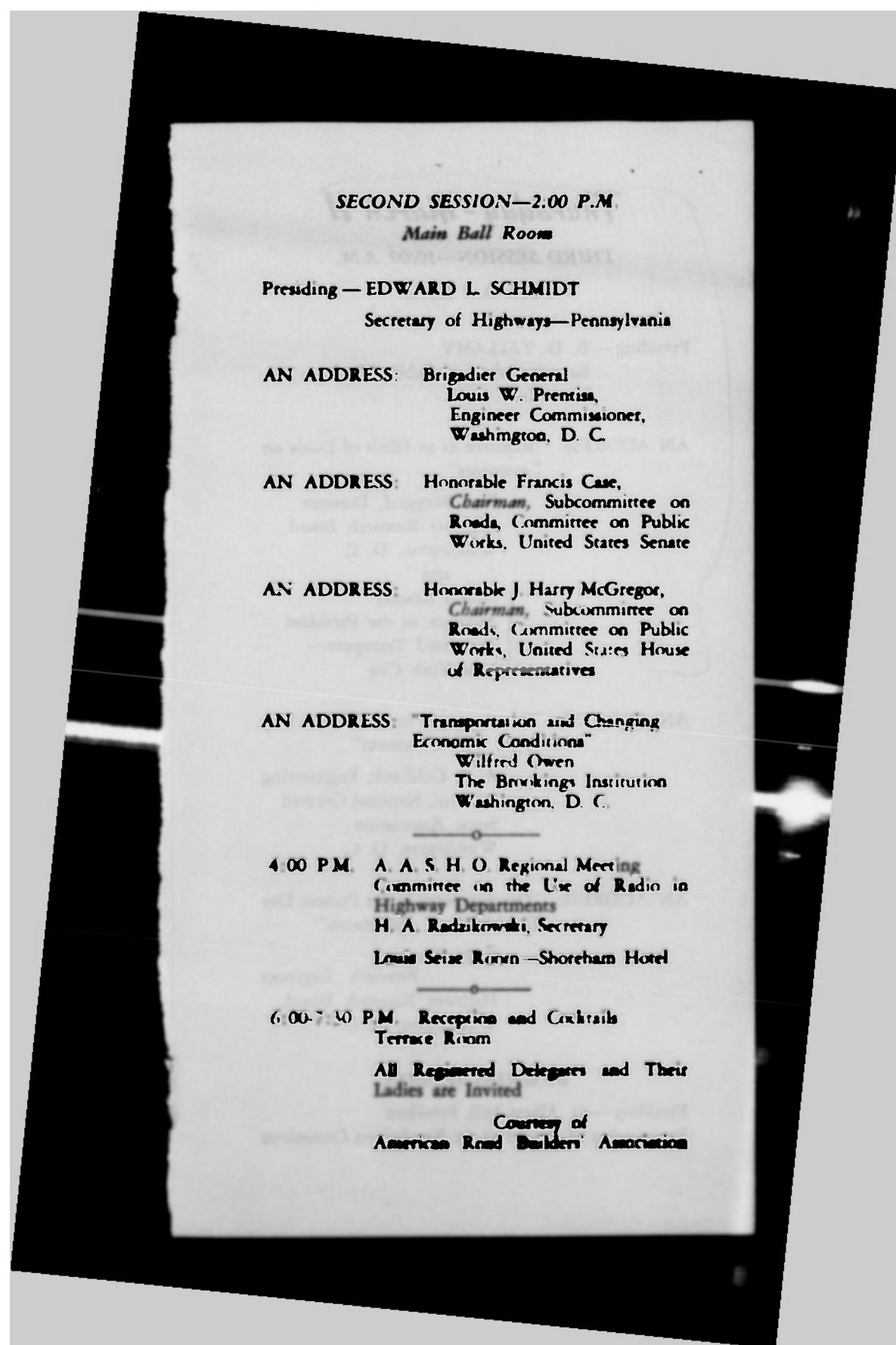
Honorable Samuel Spencer,
President
Board of Commissioners, D. C.
Washington, D. C.

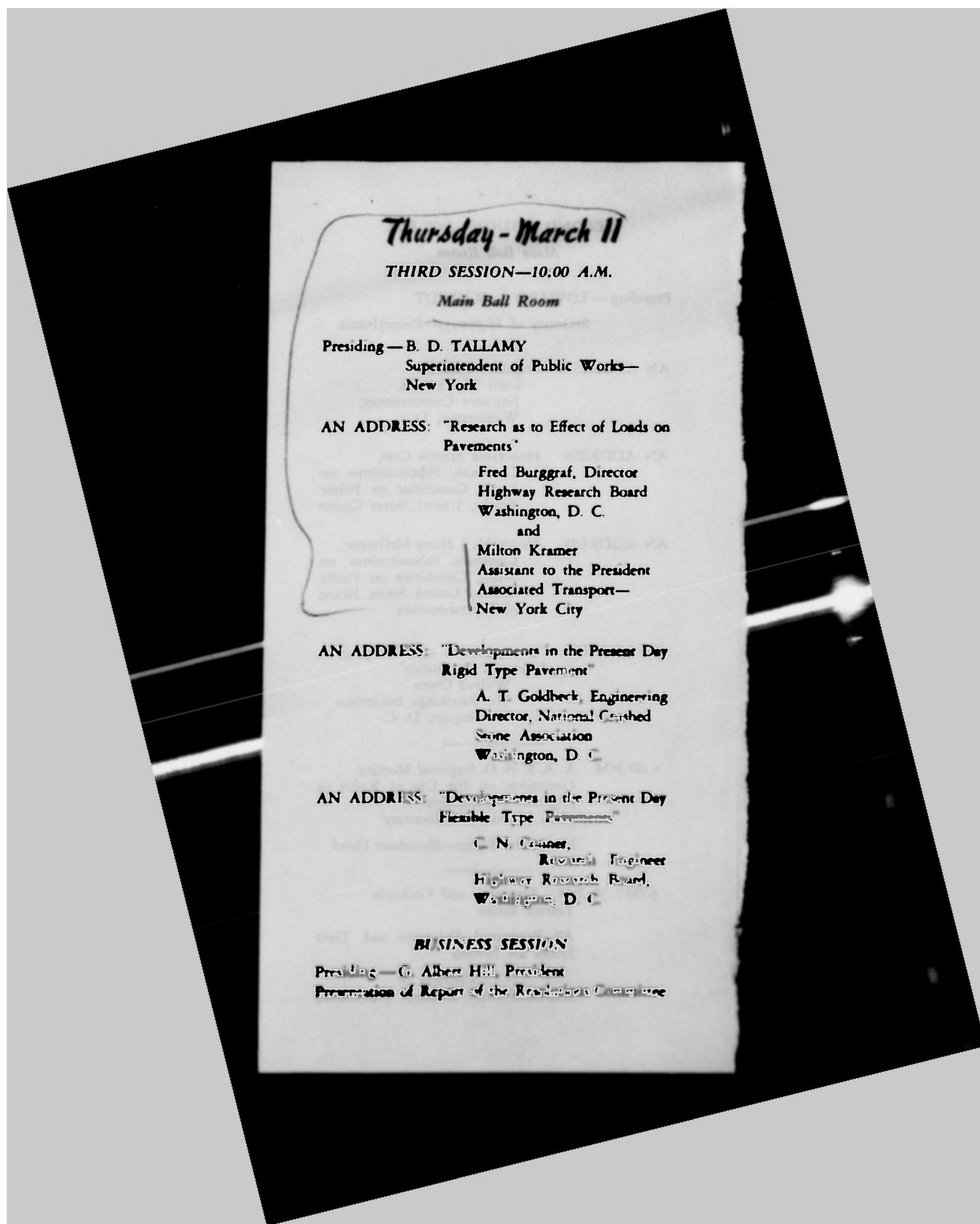
AN ADDRESS: A. E. Johnson, *President*
American Association of State
Highway Officials

AN ADDRESS: Robert M. Reindollar,
President
American Road Builders
Association

PRESIDENT'S ADDRESS: G. Albert Hill,
President
State Highway Commissioner—Connecticut

12:30 P.M. ANNUAL MEETING of the BOARD
OF DIRECTORS





FOURTH SESSION—2:30 P.M.

Marl Ball Room

Presiding—H. E. SARGENT, Chief Engineer
Department of Highways—Vermont

AN ADDRESS: "Value of Toll Roads"
Charles M. Noble,
Chief Engineer
New Jersey Turnpike
Authority

FORUM ON SUBJECT OF "Status of Controlled
Access Highways"

MODERATOR: CHARLES M. NOBLE, Chief Engineer,
New Jersey Turnpike Authority.

SPEAKERS

Vaughan M. Daggett, Assistant Chief Engineer,
State Highway Commission—Maine

Robert H. Whitaker, Construction Engineer, Department
of Public Works and Highways—
New Hampshire

John McCloskey, Executive Assistant in Charge of
Project Division, Department of Public Works—
Massachusetts

Frederick W. Hauck, Road Designing Engineer,
Department of Public Works—Rhode Island

G. Albert Hill, State Highway Commissioner—Con-
necticut

J. B. McMorran, Chief Engineer, Department of
Public Works—New York

O. H. Fritzsche, Acting State Highway Engineer,
State Highway Department—New Jersey

E. T. Baker, Assistant Chief Engineer in Charge of
Design, Department of Highways—Pennsylvania

W. A. McWilliams, Chief Engineer, State Highway
Department—Delaware

Allan Lee, Research Engineer, State Roads Commis-
sion—Maryland

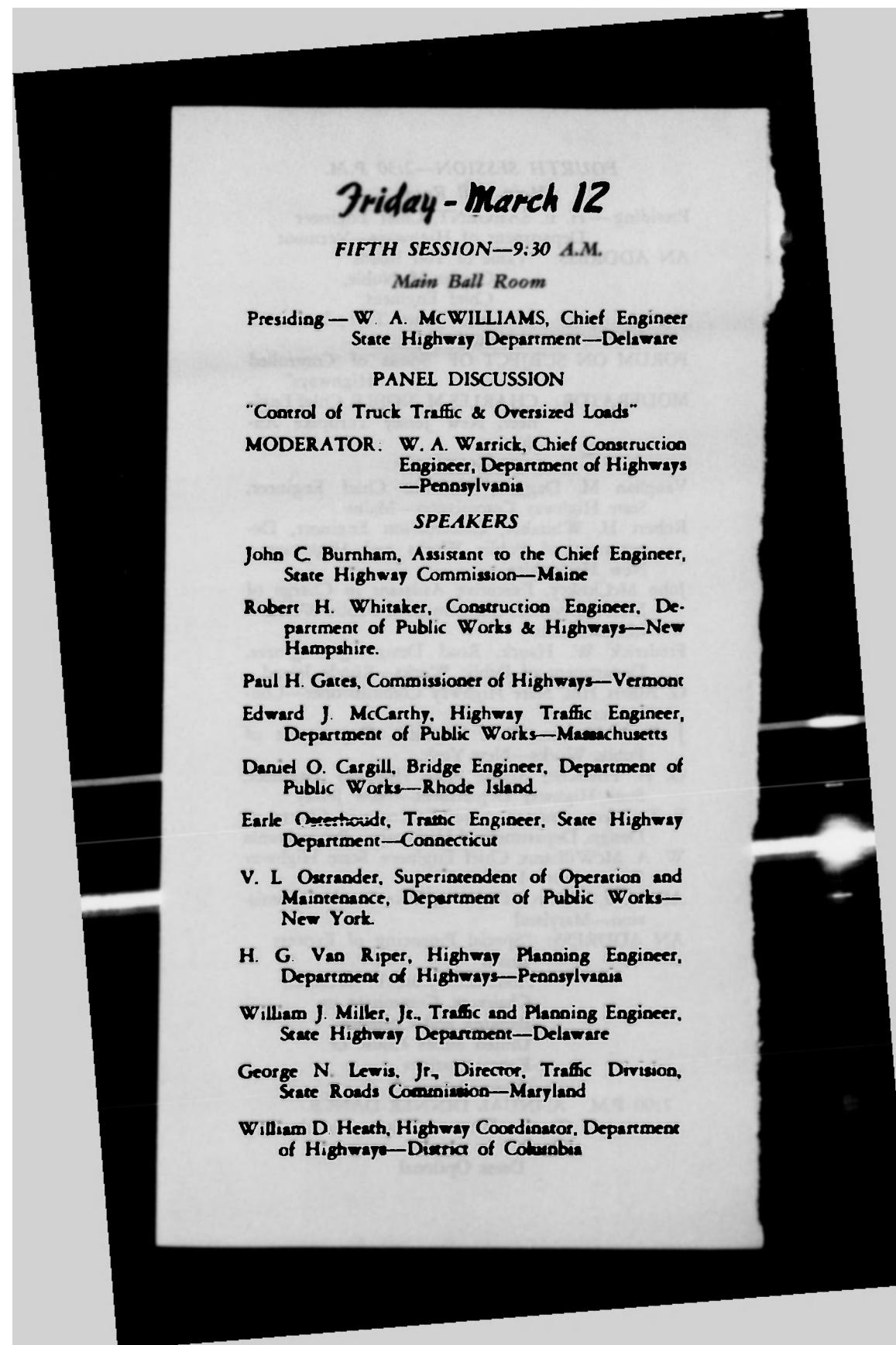
AN ADDRESS: "Special Financing of Express
Roads"

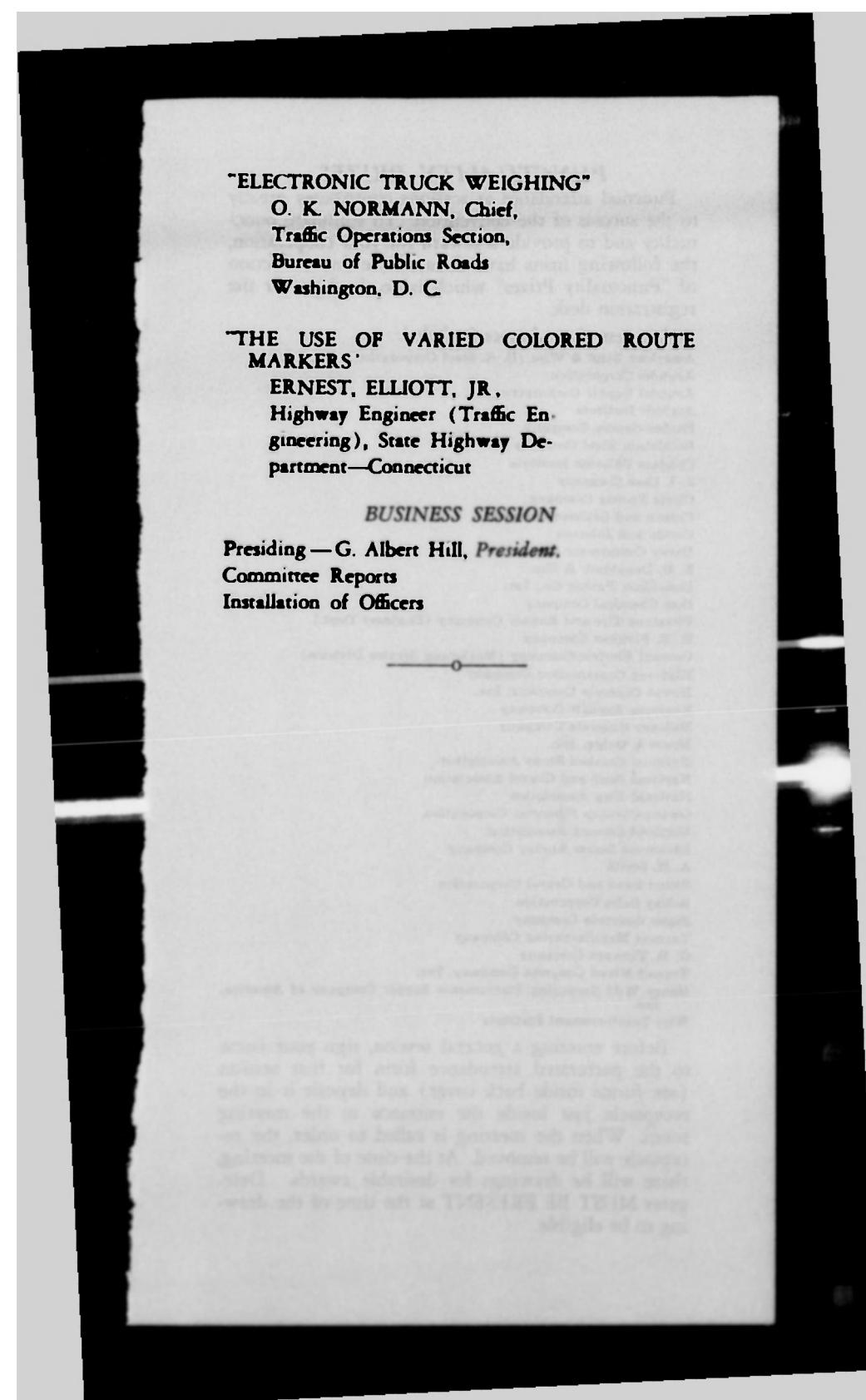
Honorable Jesse P. Wolcott,
*Chairman, Committee on
Banking and Currency
United States House of
Representatives*

7:00 P.M. ANNUAL DINNER-DANCE

*Terrace Banquet Room—Shoreham
Hotel*

Dress Optional





"ELECTRONIC TRUCK WEIGHING"

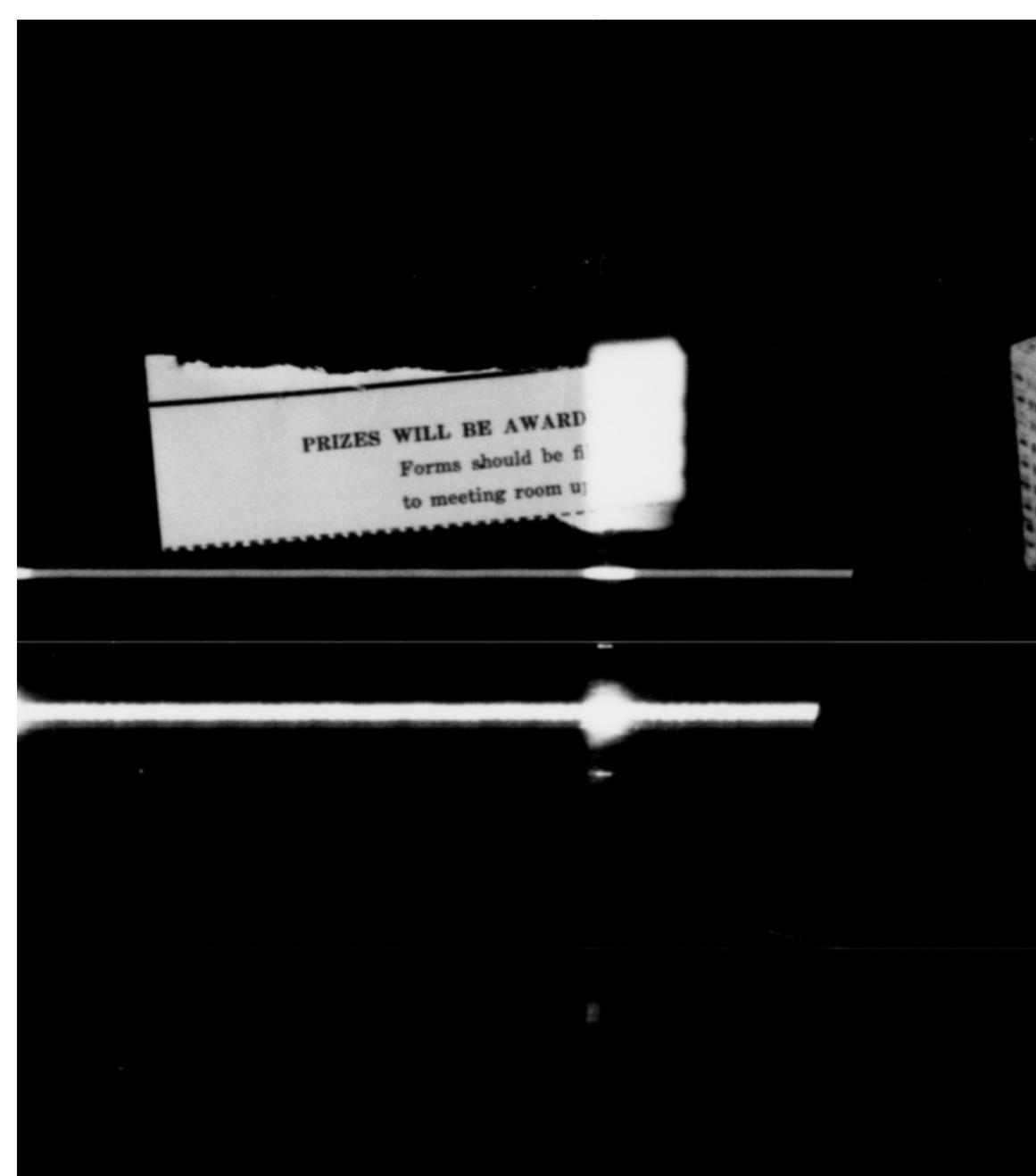
O. K. NORMANN, Chief,
Traffic Operations Section,
Bureau of Public Roads
Washington, D. C.

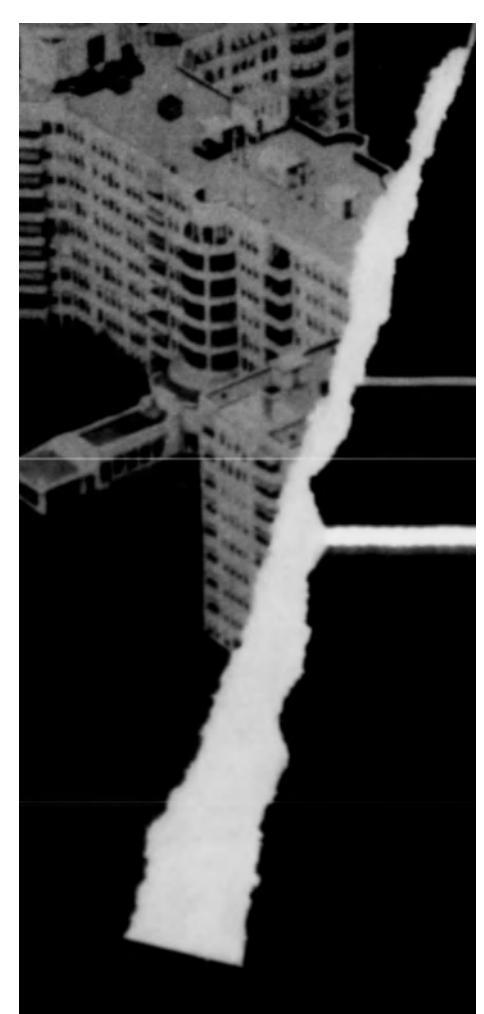
"THE USE OF VARIED COLORED ROUTE
MARKERS"

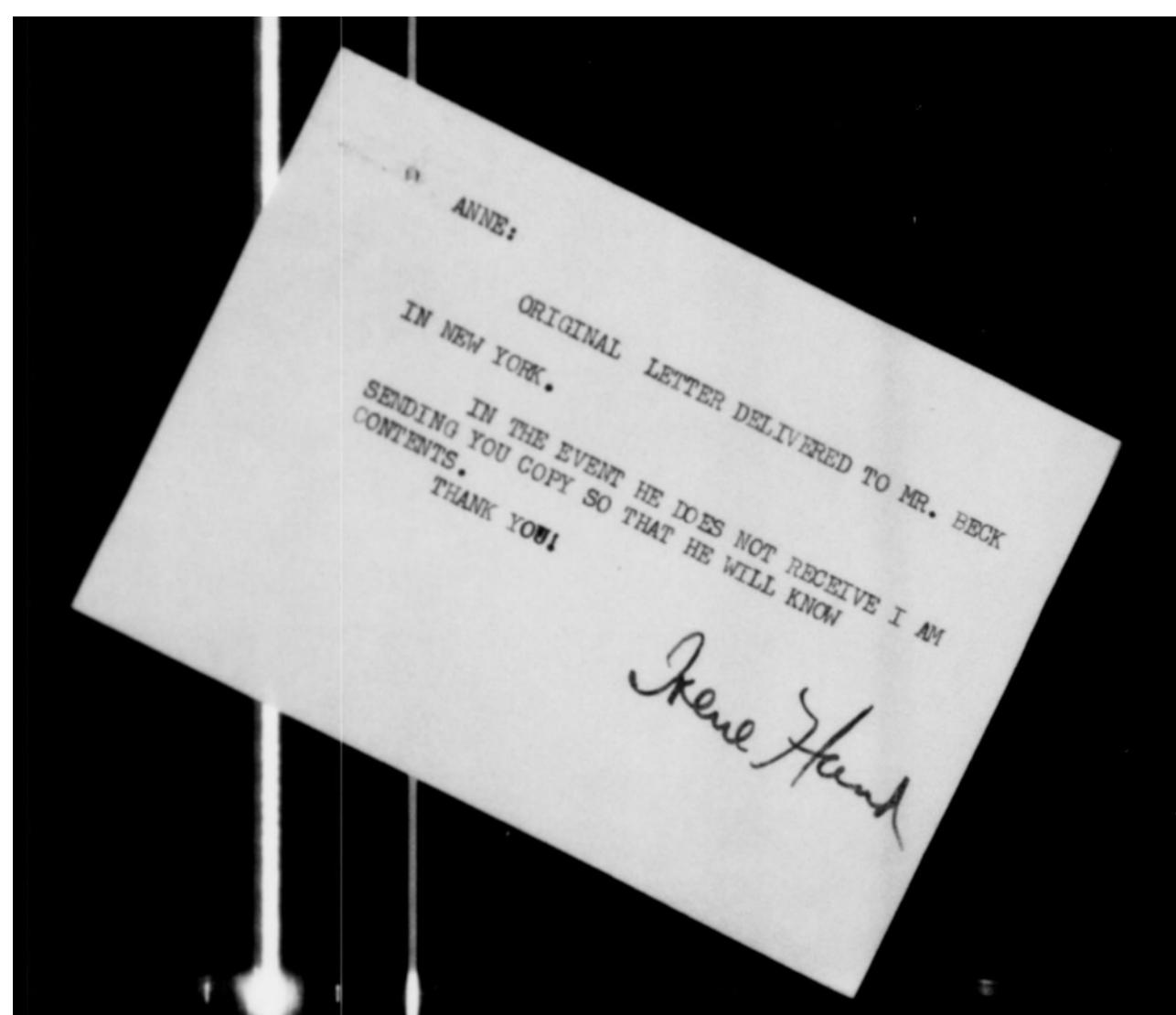
ERNEST, ELLIOTT, JR.,
Highway Engineer (Traffic En-
gineering), State Highway De-
partment—Connecticut

BUSINESS SESSION

Presiding — G. Albert Hill, *President*.
Committee Reports
Installation of Officers







ASSOCIATED TRANSPORT INC.

1775 BROADWAY
NEW YORK 19, N.Y.

March 10, 1958

Dear Dover:

The Special Steering Committee appointed by the Association of Transport Associations, Inc. in New Orleans in the days immediately preceding the meeting there, March 10th, to present to the Executive Committee of the ATA the following day its recommendations on the form in which ATA should financially support the ACT Committee.

Rep. Price and older Carey will be there and I am sure we will want to read you before my answer is given to ATA by the ACT Committee.

Rep. Carter is going to meet us tomorrow morning. I mean Rep. Price and older Carey and myself and I am hopeful that a mutually helpful arrangement will result.

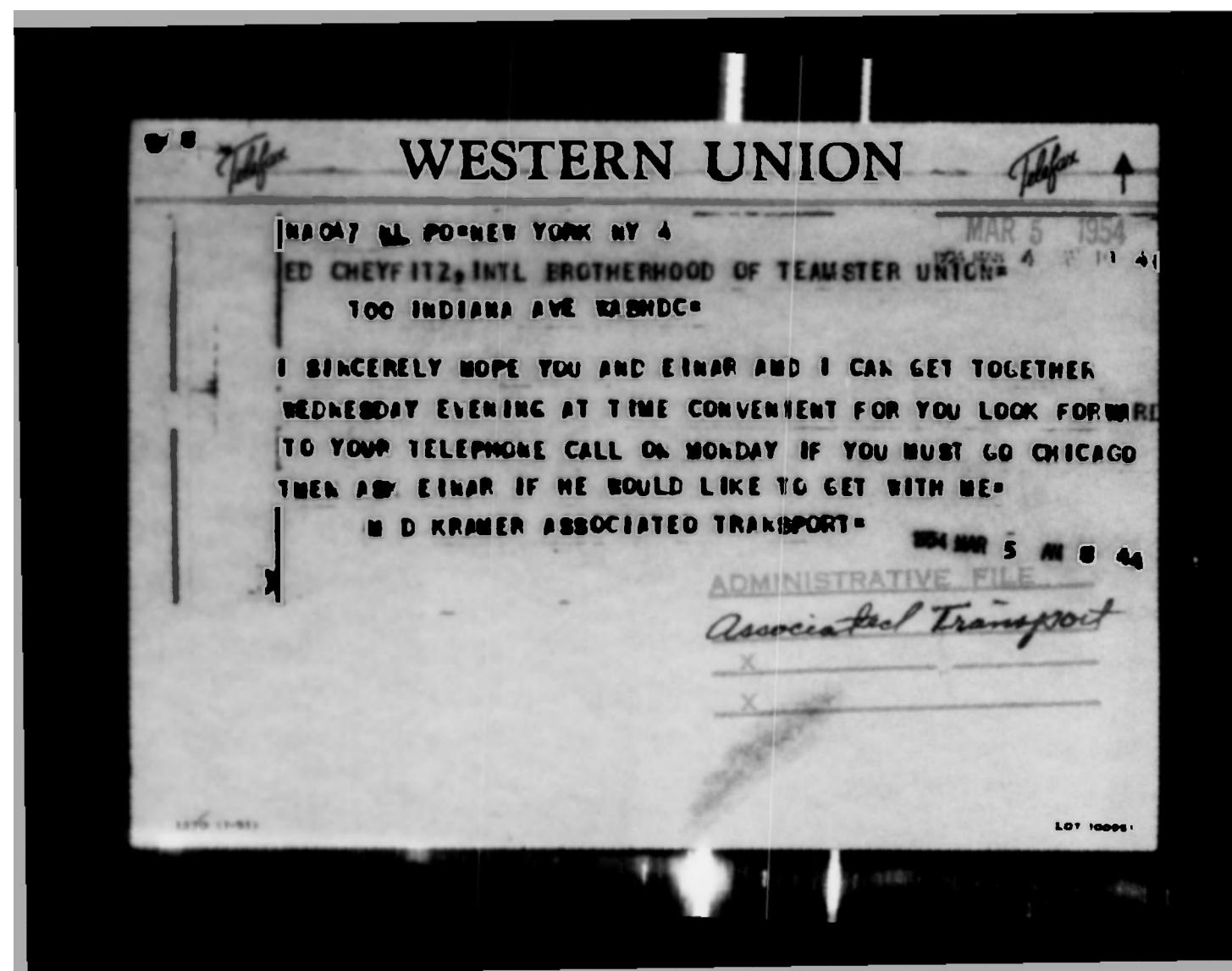
I presently lean to the idea that the ACT Committee should raise its own funds by donations, subscriptions, collections or any other way or all of them and that ATA should agree to this kind of program, as opposed to contributions by the three elements of the trucking industry.

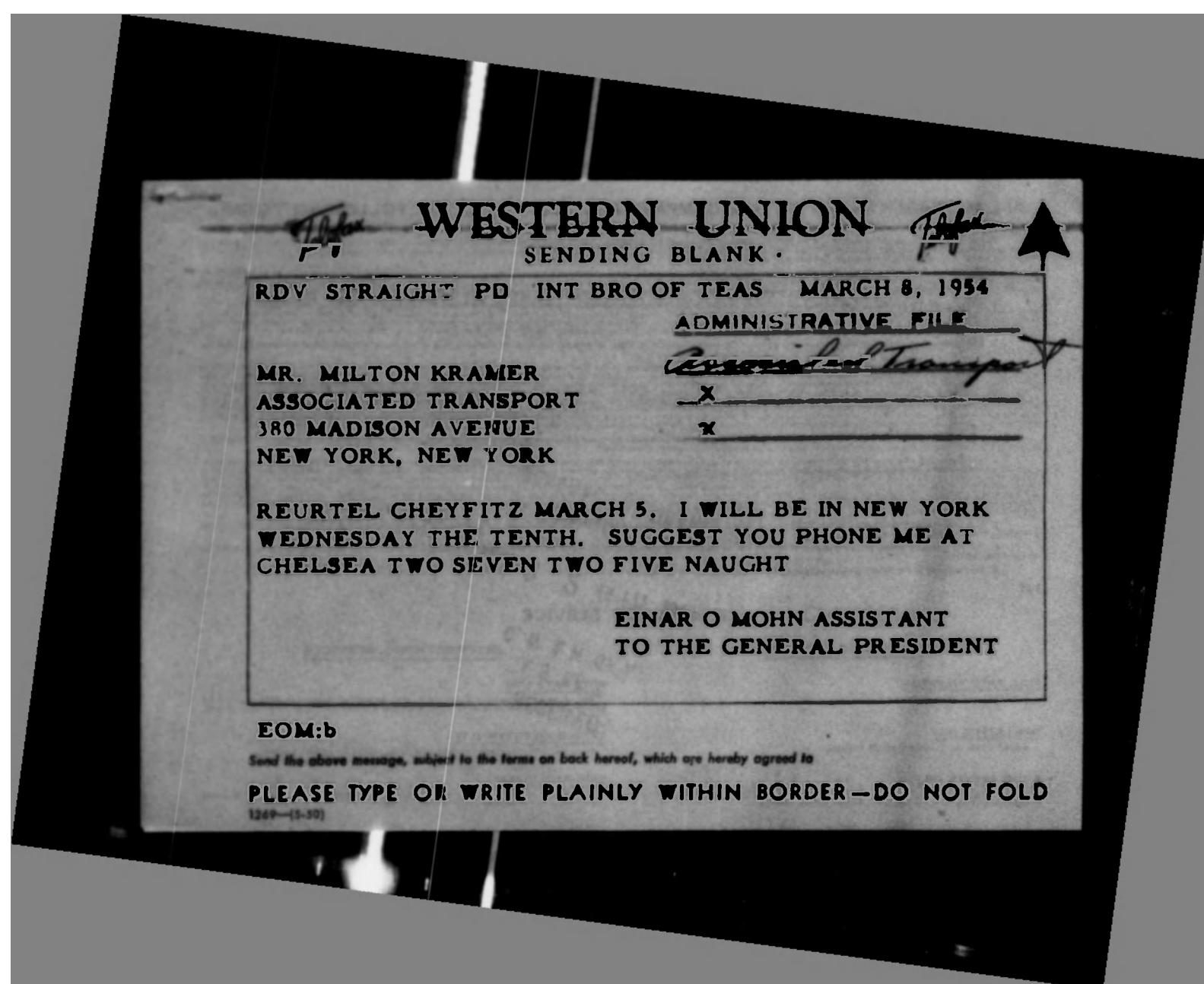
I watched and listened to you on TV on Sunday and you were great!

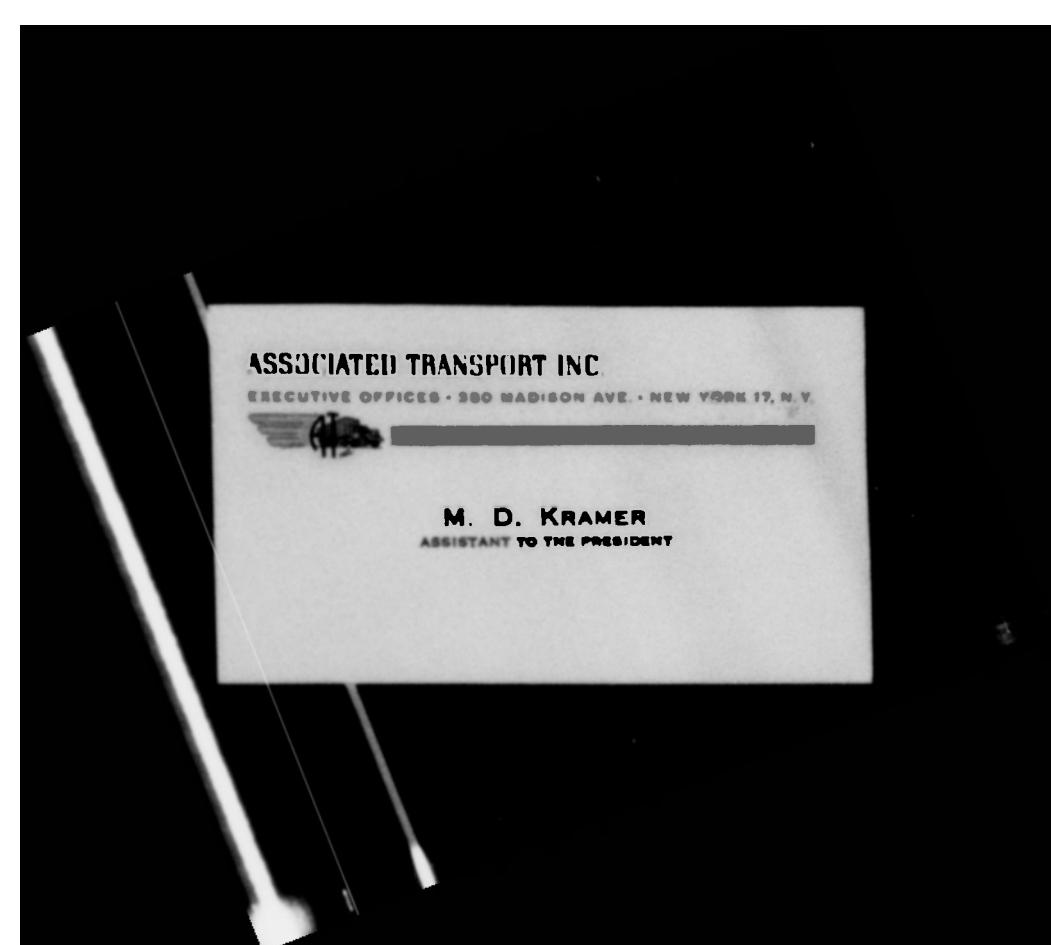
Sincerely,

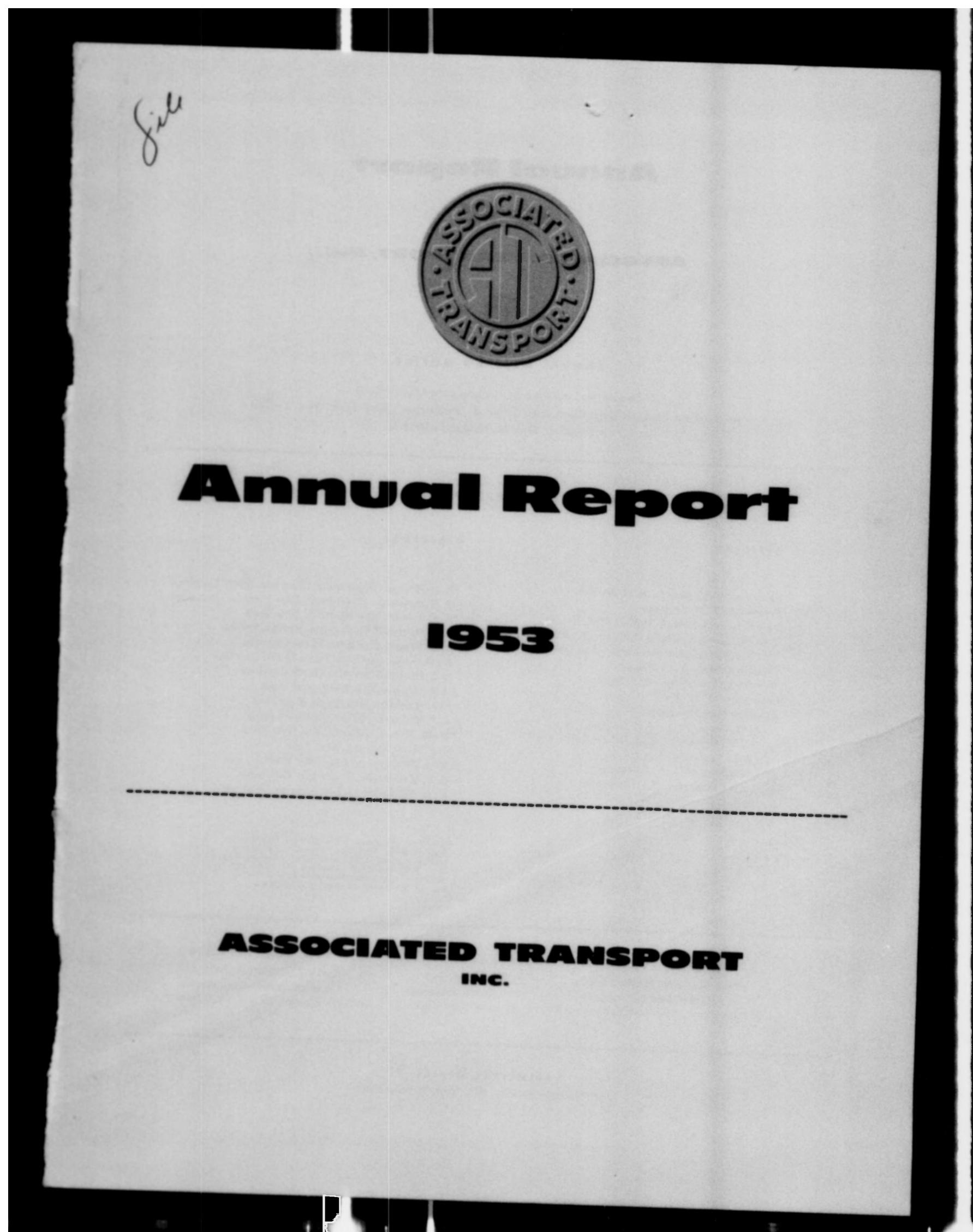
Mr. R. C. Beck
General Secretary, ATA
New York 19, N.Y.

COPY









Highlights of the Year

WITH 1952 AND 1943 COMPARISON

| | 1953 | 1952 | 1943 | <i>First year of integrated operation after merger</i> |
|--|--------------|----------------|---------------|--|
| Carrier Operating Revenue | \$43,834,116 | \$40,378,252 | \$22,672,928 | |
| Carrier Operating Expenses | \$42,618,415 | \$39,541,961** | \$23,981,719 | |
| Carrier Operating Ratio | 97.2 | 97.9** | 105.8 | |
| Net Earnings Before Income Taxes | \$ 469,732 | \$ 888,327 | \$ 1,343,077* | |
| Income Taxes | \$ 218,232 | \$ 379,105 | — | |
| Net Earnings After Income Taxes | \$ 251,500 | \$ 509,222 | \$ 1,247,682* | |
| Total Current Assets | \$10,281,131 | \$12,386,697 | \$ 4,615,001 | |
| Total Current Liabilities | \$ 3,225,401 | \$ 4,351,265 | \$ 2,968,115 | |
| Ratio of Current Assets to Current Liabilities | 3.19 to 1 | 2.85 to 1 | 1.55 to 1 | |
| Net Tangible Property | \$14,291,224 | \$10,787,649 | \$ 6,180,755 | |
| Total Assets | \$24,919,812 | \$23,548,973 | \$10,946,263 | |
| Stockholders' Equity (Net Worth) | \$ 9,788,500 | \$ 9,834,027 | \$ 4,552,700 | |
| Miles Operated (Including Leased Units) | 83,453,000 | 80,728,000 | 60,773,000 | |
| Tons Transported | 1,424,015 | 1,412,715 | 1,747,000 | |

*Denotes Loss

**See Footnote No. 1
on Financial Statements



President's Report

ASSOCIATED TRANSPORT INC.

New York, N.Y., April 16, 1954

TO THE STOCKHOLDERS OF ASSOCIATED TRANSPORT, INC.:

The freight revenues of your common carrier company reached a record high of \$43,834,116 in 1953. After income taxes, consolidated net earnings amounted to \$251,500.

These disappointing earnings reflect the cumulative effects of delay in the delivery of 1100 new tractors and trailers ordered in 1952; jurisdictional and other labor difficulties arising from the closing of shop facilities rendered unnecessary by the new equipment and the outside maintenance arrangements we made therefor; the absorption of much of the cost, during the latter half of the year, incurred in the liquidation of the unmanufacturing facilities and production inventories of our subsidiary, Brown Equipment and Manufacturing Company; a serious reduction in available tonnage during the fall months that developed with a general business recession just as the new equipment program was being completed; and a prolonged and extremely costly industry-wide strike in the New England area, which for a time dislocated the orderly operation of practically the whole system. Labor costs in 1953 increased to an all-time high in the areas in which we operate. This blow was not alleviated by adequate freight rate increases—an adverse circumstance reflective of the customary time-lag between the impact of cost increases and the receipt of compensating rate relief.

On the other hand, the basic and demonstrable improvements made within your Company during 1953 were most significant and enhance favorably the outlook for 1954 and subsequent years. Vital and specific steps for improved performance were taken in a number of areas of paramount importance. While these far-reaching measures involved a temporary sacrifice of earn-

ings, the fundamental and ultimate benefits that will accrue will go far toward increasing the profitability of the business.

With the approval of your Directors as to the added expense, sales activities were greatly expanded; additional schedules were instituted where service requirements demanded improvement, and the necessary people and facilities were provided for faster handling of freight at key locations. Fortunately, these measures were planned in anticipation of a slide-off in business and were introduced to ward off effects of the general recession. Under such conditions, better service and increased sales efforts are vital to secure a greater portion of the reduced total of business available. These are believed to be the best and most practical methods to forestall the losses which would follow serious reductions in revenue.

The advantages and benefits of these measures extend even beyond the important consideration of maintaining adequate revenues in times of recession. Of vital importance, both now and for subsequent years, is the salutary effect these measures have had upon our service—which is the only product we have to sell, and which therefore must be developed and maintained at a high level to enable us to both obtain and retain customers, and thus insure satisfactory revenues, financial stability and continued growth.

A major factor in establishing and maintaining a good service is the physical condition of a carrier's fleet and the costs of its maintenance. Heretofore, the condition of your Company's fleet and the high cost of maintenance combined to impede, and sometimes to prevent, the rendering of proper service between many points. With the

completion of the new equipment program in 1953, the needed improvement of the fleet was accomplished, and maintenance for the first time became controllable and controlled. A reduction in costs per mile of approximately 45% during the past twelve months was realized.

As a result of the attention given to the above-mentioned factors, the Company in 1954 will provide a service that is comparable generally to the best offered by other lines in each area we serve. In addition, and with the cooperation and support of the Teamsters Union, sleeper cab service has been arranged between points where Associated has suffered from harmful competitive disadvantages which had an adverse effect upon our ability to render a competitive service.

So that more efficient methods and improved freight handling practices may be formulated for the system, a special engineering survey is being conducted at various key terminals. The firm of Drake, Startzman, Sheahan and Barclay has been retained to conduct this survey and to develop recommendations which will be reviewed by the Management. In 1954, this firm will also survey our subsidiary, Brown Equipment and Manufacturing Company, and restudy its parts and service business.

During the past year, it became possible to negotiate advantageous leasing arrangements for new headquarters at 380 Madison Avenue, at substantially the same net cost. As a result, we now have consolidated our various home-office departments so that they can work together more efficiently on one floor, instead of remaining apart on several floors of two buildings, thus making possible a reduction in office personnel cost.

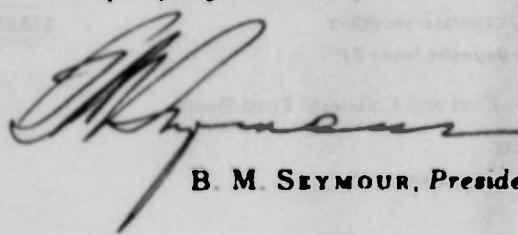
An Examiner's report of the Interstate Commerce Commission, which is being appealed, recommended denial of the application of your Company and other truck lines for authority to acquire the operating rights of Bridgeways, Inc. This involves our operations in Cincinnati and Columbus, Ohio - operations conducted during

the past two years under temporary authority pending final determination by the Commission. Another such report of the Commission, which railroad interests are appealing, recommended approval of our purchase of additional rights to certain areas in North Carolina and South Carolina, which we also operate under temporary authority.

The Finance Committee, particularly through the efforts of one of its members, William D. Witherspoon, has devoted much time and study seeking a means of disposing of the arrears on preferred dividends. Various plans have been suggested and considered, and this important Committee work will continue until a satisfactory solution is found. Because tax considerations under the present laws and regulations of the United States Treasury Department leave little latitude in developing a workable and equitable plan, the proposals for changes in such laws now pending in Congress are of especial interest. Obviously, the adoption of any plan while the law on the subject of tax-free reorganization is being rewritten, would be ill-timed. Meanwhile, the Committee also is weighing the practicality of some reduction in outstanding Preferred Stock by the purchase, from time to time, of such stock in the open market, or by inviting tenders from the holders thereof.

The trucking industry anticipates that 1954 will be a difficult year in our territory. Transportation facilities, on the whole, may exceed the requirements of shippers, and competitive conditions are expected to become intensified on a greater scale. Your Management believes that the forward steps taken in the past two years have produced basic and vital improvements in Associated Transport's financial structure, operations, terminal facilities, equipment, sales and service. Your Company, as a result, now is well-equipped to face the future steadfastly and to make healthy and substantial progress.

Respectfully submitted,



B. M. SEYMOUR, President

By order of the Board of Directors.

| Consolidated Balance | | | |
|--|---------------------------------------|---------------------------------|-------------------|
| <i>December 31, 1953 with comparative figures at December 31, 1952</i> | | | |
| ASSETS | | | |
| | 1953 | 1952 | |
| Current assets: | | | |
| Cash on deposit and on hand | \$2,646,831.97 | 1,548,521.75 | |
| Special deposits (note 3) | 1,203,335.08 | 1,803,348.93 | |
| | 3,852,167.05 | 3,351,870.68 | |
| Notes and accounts receivable: | | | |
| Freight revenue accounts (net of reserve: 1953 \$21,590.00, 1952 \$20,000.00) | \$2,486,936.43 | 2,703,230.52 | |
| Other: | | | |
| Customers' instalment notes receivable (net of reserve: 1953 \$9,880.00, 1952 \$5,853.48) | 127,638.30 | 156,278.38 | |
| Customers' accounts (net of reserve: 1953 \$22,680.45, 1952 \$14,181.67) | 114,204.65 | 341,278.39 | |
| Cash for refund of Federal excess profits tax | — | 106,448.80 | |
| Freight/Trailer Company | — | 1,360,779.00 | |
| Miscellaneous | 105,662.20 | 191,062.23 | |
| | 2,834,441.56 | 4,859,078.47 | |
| Prepayments: | | | |
| Tires and tubes on revenue equipment, at 80% of cost | 1,136,343.66 | 856,977.98 | |
| Prepaid expenses | 528,351.52 | 553,999.73 | |
| | 1,662,695.18 | 1,410,977.72 | |
| Inventories (note 2) | 1,831,827.28 | 2,764,770.32 | |
| | 10,281,131.00 | 12,386,697.19 | |
| TOTAL CURRENT ASSETS | | | |
| Tangible property (at cost less reserves for depreciation): | Carrier operating property | Non-carrier property | Total |
| Land (note 5) | \$400,573.93 | 85,000.00 | 584,573.93 |
| Structures (note 5) | 81,977,484.14 | 119,252.94 | 83,096,737.08 |
| Less reserve for depreciation | 489,739.81 | 16,533.13 | 443,446.96 |
| | 1,467,754.33 | 102,719.81 | 1,560,474.14 |
| Revenue equipment (notes 4 and 5) | 18,613,712.04 | — | 18,613,712.04 |
| Less reserve for depreciation | 7,447,427.77 | — | 7,447,427.77 |
| | 11,166,284.27 | — | 11,166,284.27 |
| Passenger cars, service cars and equipment | 254,302.36 | 24,234.31 | 308,187.78 |
| Less reserve for depreciation | 194,146.17 | 21,072.36 | 222,284.30 |
| | 60,156.21 | 3,161.95 | 63,318.16 |
| Shop, garage and other equipment | 1,583,816.11 | 280,168.22 | 1,863,984.33 |
| Less reserve for depreciation | 1,202,838.38 | 122,674.75 | 1,183,753.96 |
| | 363,977.73 | 157,491.47 | 521,469.20 |
| Improvements to household properties | 471,537.41 | 36,556.53 | 602,053.17 |
| Less reserve for depreciation | 200,805.55 | 14,728.38 | 446,061.58 |
| | 270,731.06 | 21,628.15 | 292,560.01 |
| Unfinished construction | 92,544.18 | — | 92,544.18 |
| | 14,291,223.89 | 10,787,849.70 | |
| TOTAL TANGIBLE PROPERTY | \$13,911,022.51 | 380,201.38 | 224,530.34 |
| Special funds — Surety deposits (note 3) | | | |
| Deferred debits: | | | |
| Deferred expenses - First and Collateral Trust Bonds 4 1/4% | 97,422.01 | 113,008.99 | |
| Other deferred debits | 25,583.64 | 37,867.74 | |
| | 122,926.55 | 150,876.73 | |
| TOTAL DEFERRED DEBITS | \$24,919,811.87 | 23,548,973.96 | |

| AND SUBSIDIARY COMPANIES | | |
|--|------------------------|----------------------|
| LIABILITIES AND STOCKHOLDERS' EQUITY | | |
| | 1953 | 1952 |
| Current liabilities: | | |
| (exclusive of long-term obligations due within one year): | | |
| Notes payable — unsecured | \$ 1,689,438.32 | 2,666,071.00 |
| Accounts and withholdings payable | | |
| Estimated liability for injury, loss and damage claims (note 3) | 893,246.24 | 904,104.21 |
| Taxes accrued | 530,315.94 | 600,004.44 |
| Other current liabilities | 112,400.01 | 120,085.51 |
| TOTAL CURRENT LIABILITIES | 3,225,400.51 | 4,351,265.16 |
| Long-term obligations: | | |
| Equipment obligations (note 4): | | |
| Due within one year | \$1,859,563.86 | 906,432.00 |
| Due after one year | 4,287,505.14 | 1,619,596.86 |
| Real estate mortgages payable: | | |
| Due within one year | \$1,000.00 | 2,526,028.86 |
| Due after one year | 9,000.00 | |
| | 10,000.00 | |
| First and Collateral Trust Bonds, 4 1/4% (note 5): | | |
| Due within one year | 520,000.00 | 520,000.00 |
| Due after one year | 4,815,000.00 | 5,335,000.00 |
| | 5,335,000.00 | 5,855,000.00 |
| TOTAL LONG-TERM OBLIGATIONS | 11,492,069.00 | 8,875,362.24 |
| Deferred credits | 161,842.47 | 268,319.53 |
| Reserve for injury, loss and damage claims (note 3) | 252,000.00 | 220,000.00 |
| Stockholders' equity: | | |
| Capital stock: | | |
| Preferred 6% cumulative (note 6): | | |
| Authorized, 100,000 shares, par value \$100.00 each. | | |
| Issued and outstanding (1951 39,490 shares; 1952 40,065 shares) | 3,949,000.00 | 4,006,500.00 |
| Common: | | |
| Authorized, 1,000,000 shares of no par value. | | |
| Issued and outstanding, 648,762 shares | 1,325,308.73 | 1,325,308.73 |
| | 5,274,303.73 | 5,331,003.73 |
| Earned surplus (note 5): | | |
| Subsidiary companies—since acquisition | 2,578,379.04 | 2,516,283.48 |
| Associated Transport, Inc. | 1,895,817.12 | 1,985,939.82 |
| | 4,514,196.16 | 4,502,223.30 |
| TOTAL STOCKHOLDERS' EQUITY | 9,788,499.00 | 9,834,027.03 |
| Contingent liability (note 7): | \$24,919,811.87 | 23,548,973.96 |
| <i>See accompanying notes to financial statements.</i> | | |

| STATEMENT OF OPERATING INCOME AND EARNED SURPLUS | | |
|---|-----------------|--|
| ASSOCIATED TRANSPORT, INC. AND SUBSIDIARY COMPANIES | | |
| STUDY OF ASSOCIATED TRANSPORTATION | | |
| | | |
| | | Year ended December 31, 1953 (note 1) with comparative figures for 1952 |
| | 1953 | 1952 |
| Carrier operating income: | | |
| Operating revenue | \$43,834,115.78 | 40,378,252.91 |
| Operating expense | | |
| Equipment maintenance and garage expense | 6,227,376.27 | 8,501,745.05 |
| Transportation expense | 16,513,768.65 | 15,391,631.98 |
| Terminal expense | 7,755,845.08 | 6,831,598.26 |
| Traffic expense | 1,536,723.22 | 1,182,579.35 |
| Insurance and safety expense | 2,727,489.66 | 2,779,983.01 |
| Administrative and general expense | 2,797,128.17 | 2,419,585.26 |
| Depreciation | 2,348,558.12 | 2,040,773.68 |
| Operating taxes and license | 2,897,113.91 | 2,405,551.97 |
| | | |
| TOTAL OPERATING EXPENSE (note 1) | 42,604,003.14 | 39,533,758.56 |
| NET OPERATING INCOME | 1,230,112.64 | 844,494.35 |
| Lease of distinct operating unit - debit | | |
| Net carrier operating income | | 1,919.30 |
| Other income - (deductions), net | | |
| Other non-operating income | | |
| Less: | | |
| Net loss before income taxes on non-carrier operations of subsidiaries (note 1) | \$ 288,656.24 | 56,305.22 |
| Interest | 428,534.79 | 358,622.54 |
| Amortization of bond expense | 18,631.08 | 17,985.08 |
| Other deductions from income | 24,278.91 | 6,213.26 |
| | | |
| OTHER INCOME - (DEDUCTIONS), NET | 757,101.05 | 439,128.08 |
| CONSOLIDATED ORDINARY INCOME | | (457,208.78) |
| EXTRAORDINARY INCOME - DEDUCTIONS: | | |
| Credits | 2,249.07 | 505,783.80 |
| Charges | 2,010.05 | 18,541.06 |
| | | |
| EXTRAORDINARY INCOME - NET | 239.02 | 489,241.94 |
| CONSOLIDATED NET INCOME BEFORE TAXES | | |
| ON INCOME | 469,732.03 | 888,327.40 |
| | | |
| Provision for taxes on income: | | |
| State taxes | (3,052.75) | 68,238.89 |
| Federal taxes (includes provision for excess profits tax - see note 1952 \$106,000.00 credit) | 221,284.42 | 310,865.55 |
| | | 379,104.54 |
| | | 509,222.86 |
| CONSOLIDATED NET INCOME (note 8) | 218,231.67 | |
| CONSOLIDATED EARNED SURPLUS as of January 1 | 251,500.36 | |
| Dividends declared on 6% cumulative preferred stock (1953 \$6.00 per share; 1952 \$1.50 per share) | 4,562,223.30 | 4,053,097.94 |
| Consolidated earned surplus at December 31 | 4,753,723.66 | 4,562,320.80 |
| | | |
| CONSOLIDATED NET INCOME (note 8) | 239,527.50 | 60,097.50 |
| CONSOLIDATED EARNED SURPLUS as of January 1 | \$4,514,196.16 | 4,562,223.30 |
| | | |
| | | See accompanying notes to financial statements. |

Notes

TO FINANCIAL STATEMENTS

December 31, 1953

(1) The financial statements for the year ended December 31, 1953, pursuant to a directive issued on March 25, 1954 by the Interstate Commerce Commission, include the balance sheets and income statements of Associated Transport, Inc. and of the following wholly-owned subsidiaries:

Associated Transport of N.C., Inc.
Brown Equipment & Manufacturing Company
(not applicable to carrier operations)
Cancer Realty Company
Southern New England Terminals, Inc.
Tennessee Valley Area Development Company, Inc.

and include the balance sheets and net operating results of the following wholly-owned subsidiaries:

Associated Terminal Warehouse, Inc.
Brown Equipment & Manufacturing Company
(as applicable to non-carrier operations)
Gem Consolidating Co., Inc.

In prior years, the financial statements included the balance sheets and net operating results only of all subsidiaries.

Accordingly, on the consolidated statement of income and earned surplus, the affected carrier operating expenses have been decreased to the extent of the profits realized by the subsidiaries in transactions with the parent carrier company, and the net income before taxes of non-carrier subsidiaries reflects a corresponding reduction.

For comparative purposes, the figures for 1952 on the accompanying statements have been adjusted to conform with 1953.

(2) Inventories are priced, for the most part, at average cost, with full provision for used or obsolete stock, and consist of the undeveloped:

Repair parts and accessories
Tires and tubes in stock
Gasoline and miscellaneous supplies
Work in process
Manufactured vehicles
Repossessed vehicles

| Associated Transport, Inc. | Brown Equipment & Manufacturing Company | Total |
|----------------------------|---|-----------------------|
| \$460,369.15 | \$736,676.26 | \$1,243,979.41 |
| 433,171.02 | — | 433,171.02 |
| 60,000.00 | — | 60,000.00 |
| | 75,000.00 | 75,000.00 |
| | 60,000.91 | 46,504.91 |
| | 43,722.00 | 63,722.00 |
| <u>\$600,113.01</u> | <u>\$941,802.27</u> | <u>\$1,931,927.28</u> |

(3) Associated Transport, Inc. qualifies as a bonded self-insurer for cargo liability and damage and automobile liability for all its operations, and for workmen's compensation in all states except New Jersey and Ohio. At December 31, 1953, Associated Transport, Inc. and Gem Consolidating Co., Inc., estimate their liabilities for reported accidents and claims to be as follows:

| Cargo claims | Associated Transport, Inc. | Gem Consolidating Co., Inc. |
|---|----------------------------|-----------------------------|
| Cargo loss and damage | \$160,194.72 | \$172,884.23 |
| Automobile, personal injury and property damage | 6,119.50 | — |
| Workers' compensation claims | 145,283.49 | 145,283.49 |
| | <u>\$303,346.24</u> | <u>\$320,167.72</u> |

Based on prior years' experience Associated Transport, Inc. has also provided, through charges to income, the following

general reserves for unreported accidents and cargo claims:

| | |
|-----------------------|---------------------|
| Cargo loss and damage | \$207,000.00 |
| Automobile liability | 36,000.00 |
| Workers' compensation | 15,000.00 |
| | <u>\$252,000.00</u> |

To meet its liabilities as a self-insurer, the company has provided special deposits as follows:

| | |
|---|-----------------------|
| In bank accounts restricted to the payment of injury, loss and damage claims cash | \$1,040,223.17 |
| With New York State Workers' Compensation Board negotiable U.S. Treasury bonds | 24,550.34 |
| | <u>\$1,232,753.51</u> |

Notes to Financial Statements — *continued*

(4) These equipment obligations are secured by 4 1/2% chattel mortgages on certain units of revenue equipment belonging to Associated Transport, Inc. and Brown Equipment & Manufacturing Company. The 1480 vehicles securing the obligations have a net book value of \$2,619,159.00, which amount includes the book value of tires thereon.

Payments on principal and interest are made monthly. The amounts maturing yearly are shown below:

| Year | Associated Transport, Inc. | Brown Equipment & Manufacturing Company | Total |
|------|----------------------------|---|----------------|
| 1954 | \$340,977.50 | 291,710.11 | \$632,687.61 |
| 1955 | | 1,318,628.00 | 1,318,628.00 |
| 1956 | | 2,678,159.00 | 2,678,159.00 |
| | \$946,654.00 | \$5,303,415.41 | \$6,147,069.41 |

Equipment obligations are created from time to time as new equipment is purchased.

(5) On December 14, 1951 Associated Transport, Inc. issued \$9,000,000.00 principal amount of 4 1/2% First and Collateral Trust bonds due August 1, 1986, at par, pursuant to and secured by an indenture of mortgage and deed of trust dated as of August 1, 1951. The company is to pay to the trustee as a sinking fund for redemption and retirement of the bonds either cash or par value of the bonds sufficient to pay principal in amounts and on dates as follows: \$72,500.00 on February 1, 1954, 1955 and 1956, \$447,000.00 on August 1, 1954, 1955 and 1956, \$375,000.00 on August 1 of each year from 1957 to 1965, inclusive, and \$400,000.00 on August 1, 1966. The company at its option may also redeem these bonds in advance in whole or in part during their term at a premium.

The bonds are secured generally (as specified by the indenture) by all land, structures and revenue equipment now owned or hereafter acquired by the company and certain of its subsidiaries and also by the capital stock representing ownership in all subsidiaries. The net depreciated value of the property pledged to secure the bonds is to equal or exceed 120% of the principal amount thereof from time to time outstanding.

Under the terms of the indenture the company may not declare or pay cash dividends, and it and certain of its subsidiaries may not purchase its capital stock or purchase certain types of subsidiaries unless after such disbursements (a) the consolidated net working capital (as defined in the indenture) shall be not less than \$1,000,000.00 on December 31, 1953 and \$2,000,000.00 thereafter, and (b) the aggregate of such disbursements subsequent to December 31, 1950 shall not

exceed the aggregate of \$300,000.00 and 70% of the consolidated net income of the company and certain of its subsidiaries accrued subsequent to December 31, 1950. At December 31, 1953 the consolidated net working capital amounts to \$4,085,354.80 and the unrestricted earned surplus amounts to \$830,538.32.

The indenture contains other covenants and restrictions chiefly with respect to increasing indebtedness, consolidations and mergers, sales of stock and assets, maintenance of pledged property, and insurance.

(6) Preferred stock is convertible into common stock on the basis of one share of preferred for three shares of common.

Preferred stock is redeemable at \$105.00 per share and accumulated dividends.

All preferred stock presently outstanding was issued during the period from April 22, 1942 to November 4, 1943.

Dividends on preferred stock were declared and paid in 1953 to the extent of \$6.00 per share. The dividends in arrears at December 15, 1953, the last dividend date in 1953, amounted to \$2,245,215.00. This amounts to \$57.00 per share on the 37,900 shares outstanding at March 15, 1943, and \$53.19 per share on the 1,500 shares issued November 4, 1943.

(7) At December 31, 1953 Brown Equipment & Manufacturing Company is contingently liable to financial institutions in the amount of \$961,585.48 for instalment notes receivable sold under agreements to repurchase in the event of default by the makers.

(8) During the year 1953, an unusually large amount of revenue equipment was purchased by Brown Equipment & Manufacturing Company for rental to Associated Transport, Inc. Previously Associated Transport, Inc. had always purchased such equipment. This purchasing by the wholly-owned subsidiary was made necessary by certain terms or limitations contained in the Indenture of Mortgage and Deed of Trust covering the 4 1/2% First and Collateral Trust Bonds.

As the two companies have different depreciation methods, this change in purchasing policy resulted in consolidated net income after taxes being \$151,001.73 greater than would have been the case if Associated Transport, Inc. itself had purchased this revenue equipment.

PEARL MARWICK, MITCHELL & CO.

CERTIFIED PUBLIC ACCOUNTANTS

SEVENTY PINE STREET

REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

To the Board of Directors
Associated Transport, Inc.:

We have examined the consolidated balance sheet of Associated Transport, Inc. and subsidiary companies as of December 31, 1953 and the consolidated statement of income and earned surplus for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying consolidated balance sheet and consolidated statement of income and earned surplus present fairly the financial position of Associated Transport, Inc. and subsidiary companies at December 31, 1953 and the results of their operations for the year then ended, in conformity with principles of accounting prescribed by the Interstate Commerce Commission applied on a basis consistent with that of the preceding year except as to the changes explained in notes 1 and 8 of the notes to financial statements with which we concur.

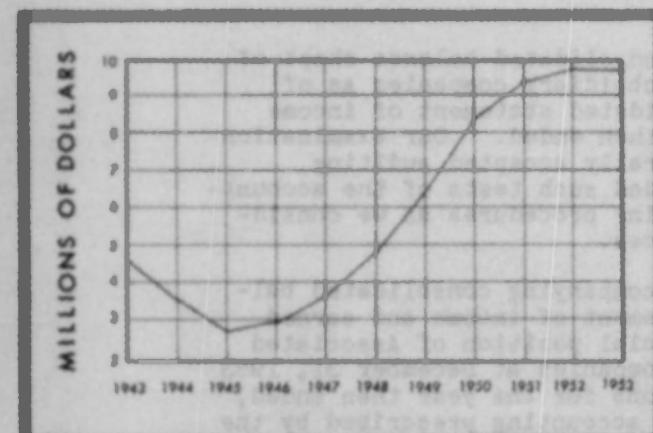
New York, N. Y.
April 7, 1954

Facts and

STOCKHOLDERS' EQUITY

The sound financial structure of Associated Transport, achieved during the past years, furnishes a solid foundation for building future strength and for improving the profitability of the business. This fact, apparent despite the temporary sacrifice of earnings over the past two years, is highlighted in the chart below which illustrates the steady improvement in the value of the stockholders' investment. In the ten years from December 31, 1943, the Consolidated Net Worth increased from \$4,552,700 to \$9,788,500. Also, as shown in the Highlights on the first page of this report, the ratio of current assets to current liabilities rose from 1.55 to 1, to 3.19 to 1, during the same period.

Both these significant developments reveal the vital improvement in the financial stability of the Company, a prime objective of the Management.



EARNINGS

Below is a tabulation of earnings for the past five years.

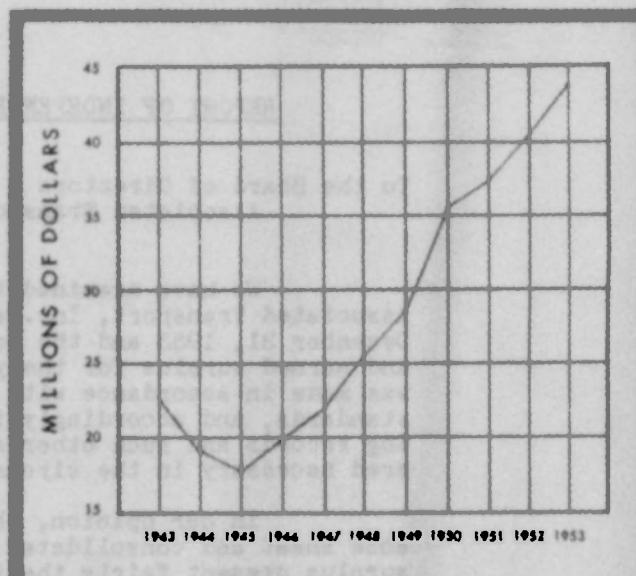
| Year | Earnings After Income Taxes | Earnings Per Share Preferred | Earnings Per Share Common |
|------|-----------------------------|------------------------------|---------------------------|
| 1953 | \$ 251,500 | \$ 6.28 | \$.02 |
| 1952 | 509,223 | 12.71 | .41 |
| 1951 | 1,126,932 | 28.19 | 1.37 |
| 1950 | 2,000,185 | 50.15 | 2.73 |
| 1949 | 1,478,000 | 36.91 | 1.81 |

While the results of the past two years have not been gratifying, the vital improvements that now have been effected in the Company's sales and operational activities definitely improve the potential for earnings in 1954 and the future.

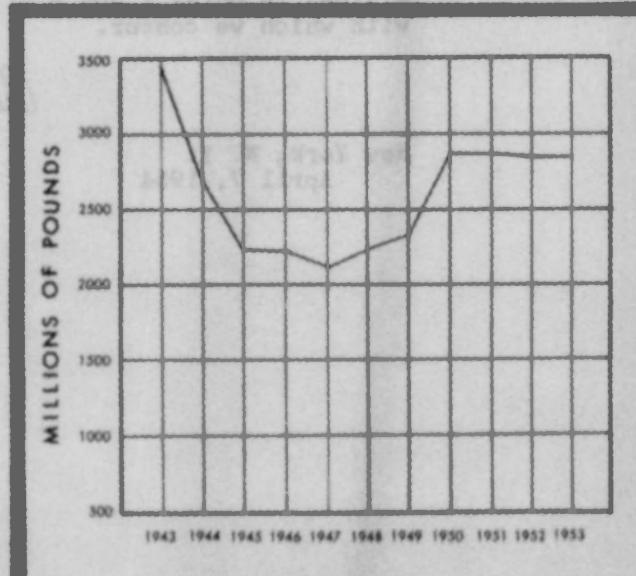
REVENUE VOLUME AND TONNAGE VOLUME

As shown in the charts below, the Company maintained its tonnage volume and increased its revenue volume in 1953, despite the slide-off in general business. Greatly expanded sales efforts in the past year, which made these results possible, will continue unabated in 1954.

Revenue Volume



Tonnage Volume



Figures

DIVERSIFICATION OF BUSINESS

The 1953 tonnage, as shown below, represents a continuing and healthy diversification of the business of the Company. Associated's total volume of business is derived in approximately equal parts from all four geographical areas in which sales activities are conducted.

Diversification of Business

Based on Tonnage

| Percentage | | Area | Volume (Tons) | | |
|------------|------|-----------------|---------------|-----------|------------|
| 1953 | 1952 | | 1953 | 1952 | Difference |
| 25% | 24% | Middle Atlantic | 363,000 | 339,000 | +24,000 |
| 23% | 26% | New England | 325,000 | 370,000 | -45,000 |
| 28% | 28% | Southern | 305,000 | 307,000 | +2,000 |
| 24% | 22% | Western | 341,000 | 317,000 | +24,000 |
| 100% | 100% | | 1,434,000 | 1,413,000 | +11,000 |

REVENUE EQUIPMENT

At December 31, 1953, the Company operated in revenue service 4,079 units consisting of 1,616 tractors, 2,328 trailers, and 135 straight trucks. In addition, the Company owned 210 units which were in the process of being disposed of as a result of replacement occasioned by the special equipment program previously instituted.

SAFETY ACTIVITIES

The comprehensive safety program of the Company was integrated further within operational activities in 1953. A reduction in traffic accident costs was achieved in the face of the increasingly congested traffic areas within which the Company operates.

EMPLOYEE RELATIONS AND TRAINING

Emphasis has been placed in 1953 upon the conducting of practical training projects. Special sessions for supervisors have been held and are being continued throughout the system. Terminal manager training also will be provided in 1954.

Special publications, awards and contests, employees' clubs and a company magazine are being utilized to build effective employee relations for 1954 and for the future in Associated's family of approximately five thousand employees.

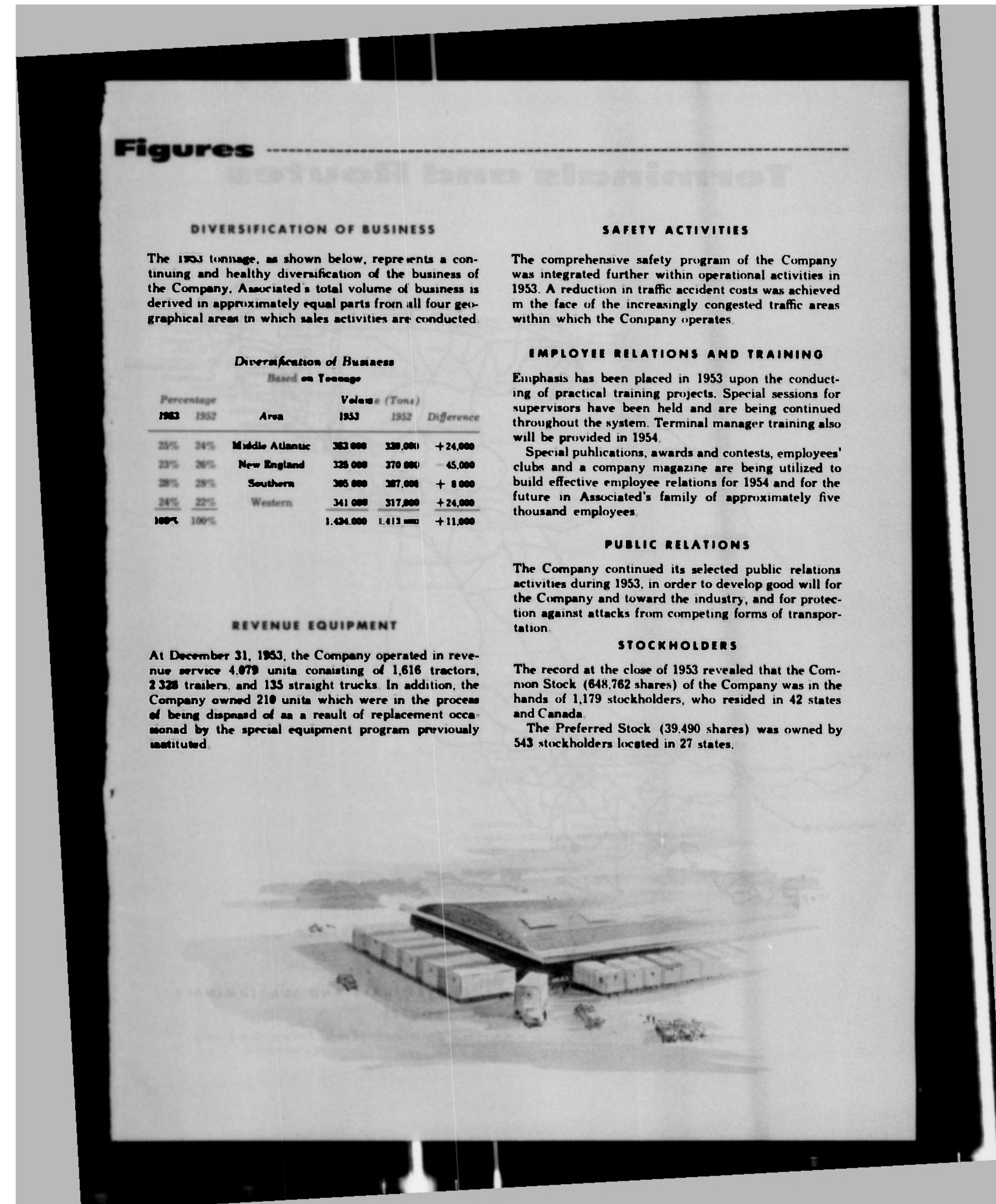
PUBLIC RELATIONS

The Company continued its selected public relations activities during 1953, in order to develop good will for the Company and toward the industry, and for protection against attacks from competing forms of transportation.

STOCKHOLDERS

The record at the close of 1953 revealed that the Common Stock (648,762 shares) of the Company was in the hands of 1,179 stockholders, who resided in 42 states and Canada.

The Preferred Stock (39,490 shares) was owned by 543 stockholders located in 27 states.



Terminals and Routes



TERMINALS

| | |
|--------------------|--------------------|
| Albany, N. Y. | Montville, Conn. |
| Atlanta, Ga. | Nashville, Tenn. |
| Avenel, N. J. | *New York, N. Y. |
| Baltimore, Md. | Norfolk, Va. |
| Binghamton, N. Y. | Pateros, N. J. |
| Boston, Mass. | Philadelphia, Pa. |
| Bridgeport, Conn. | Pittsburgh, Pa. |
| Bristol, Va. | Pittsfield, Mass. |
| Buffalo, N. Y. | Providence, R. I. |
| Burlington, N. C. | Richmond, Va. |
| Charleston, S. C. | Roanoke, Va. |
| Charlotte, N. C. | Rochester, N. Y. |
| Chattanooga, Tenn. | Rome, Ga. |
| *Cincinnati, Ohio | Spartanburg, S. C. |
| Cleveland, Ohio | Springfield, Mass. |
| Erie, Pa. | Syracuse, N. Y. |
| Greenville, S. C. | Utica, N. Y. |
| Hartford, Conn. | ••Wallace, S. C. |
| Hickory, N. C. | Washington, D. C. |
| Knoxville, Tenn. | Waterbury, Conn. |
| Lawrence, Mass. | Wilkes-Barre, Pa. |
| Linden, N. J. | Worcester, Mass. |

RELAY STATIONS

| | |
|---------------------|-------------------|
| Lexington, N. C. | Tannersville, Pa. |
| New Cumberland, Pa. | Winchester, Va. |

CALL STATIONS

| | |
|---------------------|-------------------|
| Belmont, N. C. | Meadville, Pa. |
| Brockton, Mass. | Newton, N. C. |
| Danville, Va. | Oneida, N. Y. |
| Dunkirk, N. Y. | Rockingham, N. C. |
| Fall River, Mass. | Salisbury, N. C. |
| Fitchburg, Mass. | Scranton, Pa. |
| Homer, N. Y. | Shelby, N. C. |
| Lexington, N. C. | Spindale, N. C. |
| Lincolnton, N. C. | Thomaston, N. C. |
| Little Falls, N. Y. | Ware, Mass. |
| Marion, N. C. | Westfield, Mass. |

SALES OFFICES

| | |
|------------------|----------------|
| Birmingham, Ala. | Memphis, Tenn. |
| Boston, Mass. | Portland, Me. |

SUB-TERMINALS

| | |
|---------------------|-------------------------------|
| Allentown, Pa. | High Point, N. C. |
| Anderson, S. C. | Kingport, Tenn. |
| Asheville, N. C. | Lynchburg, Va. |
| *Columbus, Ohio | Martinville, Va. |
| *Columbia, S. C. | New Bedford, Mass. |
| Concord, N. C. | Raleigh, N. C. |
| Durham, N. C. | Rochester (Beaver Valley) Pa. |
| Elmira, N. Y. | Rock Hill, S. C. |
| Fayetteville, N. C. | Shelby, N. C. |
| Gaston, N. C. | Winston-Salem, N. C. |
| Greensboro, N. C. | |

*Two Terminals - One for northern operations and one for southern operations.
**Operation into this city under Temporary Authority of Interstate Commerce Commission pending action upon application for Permanent Authority.
***In addition to those terminals at which relays are made.



Associated Transport, Inc.

380 Madison Avenue, New York 17, N.Y.

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